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Montana Personnel Perspectives

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Volume X, Number 10 January 1991

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INCENTIVE AWARDS PROGRAM

BENEFITS EMPLOYEES AND THE STATE

The Incentive Awards Program provides recognition and monetary rewards to state employees for suggestions or inventions. Ideas must contribute to the efficiency, economy, or improvement of state government. They must reduce costs of government or improve services without additional costs.

Since the program has been in operation, more than 602 suggestions have been received. Of these, 79 suggestions have resulted in awards to state employees totalling $37,351. The estimated cost savings to the state the first year the suggestions were used totals $1,501,770.

During the past two years, 19 state employees received monetary awards. Seven of them received the maximum award of $3,000. The cost savings of $967,248 almost doubled the cost savings of $534,522 that accrued since the program's inception in 1982.

The highest measurable cost saving ideas are:

* Larry Tegg's suggestion to automate the rubber gates at the Toston Dam which saved the Dept. of Natural Resources and Conservation $516,375.

* Jane Korin's suggestion to grant overtime to long term-care specialists in order to meet federal mandates which saved the Dept. of Social & Rehabilitation Services $177,000.

* Terry Kramer's suggestion to control and manage media resources on the mainframe computer saved the Dept. of Administration $103,676.

* Charles Leggate's suggestion to discontinue unnecessary general physical examinations saved the Dept. of Social & Rehabilitation Services $98,174.

* Dennis Dupre's suggestion to contract through vendors rather than the manufacturer for maintenance contracts on computer hardware saved the Dept. of Highways in excess of $30,000.

* Debbie Cheek's and Shirley Boyles' suggestion for a pilot volunteer program in Great Falls for the Dept. of Fish, Wildlife and Parks will greatly improve services.

Other recent awards have gone to Carl Gress, Glenda Pennington, James Zandra, Frederick Fry, Berdene Steen, Susan Reavley, Debra Stipich, Bernard Boyd, Gary McDonald, Dorothy Kelley, Debra Blossom, Martin Bauman, and Jo Nan Longmier.

If you have an idea, submit your application to the State Personnel Division where the application is given an identification number and your name is deleted. The application is first evaluated by the Classification Bureau to determine if the idea is outside the scope of your job. Then the agency benefiting from the idea will evaluate it and will make a recommendation regarding the amount of an award.

The final step in the evaluation process is review by an advisory council. The council meets approximately two times a year, depending upon the number of applications received. The council may approve the award as recommended or request the agency to re-evaluate the application regarding the amount awarded or the implementation of the idea.

All state employees are eligible to participate in the program by submitting an idea. Applications for the Incentive Awards Program are available from your agency or the State Personnel Division.

For more information on the Incentive Awards Program call Cathy Mason, State Personnel Division, at 444-3871.

1990 STATE SALARY SURVEY PUBLISHED

The final report of the 1990 salary survey is complete. The annual survey compares average Montana state salaries (excluding the University system, legislative and judicial branches) to average salaries paid for similar jobs by private and public employers in Montana, and the state governments of North Dakota, South Dakota, Idaho, Wyoming, Minnesota, Washington, Nevada, Arizona, Oregon, Colorado, New Mexico, and Utah.

The survey also compares state salaries to salaries of Montana employers and state governments in a smaller job market area recommended by the 1990 Committee on State Employee Compensation. This survey area includes Montana plus Idaho, Wyoming, North and South Dakota and Washington. This year's survey was expanded to compare the benefits portion of the Montana state employee compensation package to benefits offered by other states.

SURVEY RESULTS

Salaries: Over the last ten years, state salaries have fallen further behind other employers, eroding the state's ability to compete in the job market,

particularly for professional and technical jobs. In 1980, state average salaries were 7 percent below those of other in-state employers and 11.5 percent below those of neighboring states. Now, state average salaries lag those of in-state employers by 9.3 percent and those of other states by 20.6 percent. They lag salaries of the market recommended by the Committee on State Employee Compensation by 13 percent. The salary comparison table, below, shows how Montana's entry level salaries for each grade compare to salaries of other employers for the same jobs.

Benefits: The survey shows Montana's benefits (excluding workers' compensation and unemployment insurance) are very competitive even though the state contribution to benefits is second lowest of twelve states surveyed.

Health Benefits: The Montana health plan was compared to other states' health plans in terms of the amount of health care costs the plan member was required to bear in the form of premiums, deductibles and co-payments. Montana state employees make no out-of-pocket contribution to premiums for employee-only coverage. Employees of eight of the twelve states surveyed make some contribution. Employees of eight of the twelve states pay higher premiums for dependent coverage, and most pay around $100 per month for family coverage compared to $53 for Montana.

Even with the September 1, 1990, increases in deductibles and co-payments which took place after the survey was complete, Montana's individual out-of-pocket maximum (the maximum deductible and co-payment an employee is required to pay) is lower than all but two states, and one of those has the same maximum as Montana. Family out-of-pocket maximums are lower than eight of the twelve states.

Retirement Benefits: Although the State of Montana's contribution to retirement benefits (currently 6.42 percent) is lower than eight of the surveyed states, the benefits provided exceed those offered by some of the higher contributing states in several ways. Montana's retirement plan is only one of two plans that provides early retirement at age 50, and is one of only three that provides a significant disability retirement benefit.

Montana's pension formula, of 1.78 X yrs X Final Average Salary (FAS), is more favorable than five of the twelve states. However, the largest determinant of pension benefits is final average salary, and Montana salaries tend to be lower. Of the seven states with more favorable formulas, two (Colorado and Nevada) are compensating for an absence of social security benefits, and one (Utah) is integrated with social security. This integration results in less overall benefit than if the plans pay separately, which is the case for Montana state employees.

In exchange for the favorable benefits received, Montana state employees make the third highest percentage contribution (6.3 percent), behind only New Mexico and Colorado (a no social security state). That rate is increasing to 6.42 percent on July 1, 1991, to 6.55 percent on July 1, 1992, and to 6.7 percent on July 1, 1993.

SALARY COMPARISON TABLE

The table shows the entry level salaries in the Montana State pay plan for the current fiscal year (FY 91) for grades 5 through 22. These hiring rates are compared to the rates in the Governor's Pay Proposal for next fiscal year (FY 92). The new entry rates are based on data from the salary survey for other employers in Montana and state governments in North and South Dakota, Wyoming, Idaho and Washington. The differences show the amount of change needed to bring Montana's average hiring rates in line with those of other surveyed employers. The final column in the table shows the average percent increase for existing employees at each grade under the Governor's Pay Proposal for FY 92. Individual pay increases may vary within a grade depending on the employees current step. A similar increase would be received in FY 93.

CHANGE IN ENTRY SALARIES UNDER GOVERNOR'S PAY PROPOSAL

Grade	Current Pay Plan Step One	Governor's Pay Bill Entry Salary	Increase	% Increase In Entry Salaries	Average * % Increase for Current Emplyees
5	$11,343	$11,385	$ 42	0.4%	4.0%
6	$12,035	$12,303	$ 268	2.2%	4.3%
7	$12,802	$13,289	$ 487	3.8%	4.3%
8	$13,629	$14,404	$ 775	5.7%	4.3%
9	$14,547	$15,596	$1,049	7.2%	4.6%
10	$15,553	$16,916	$1,363	8.8%	4.6%
11	$16,652	$18,553	$1,901	11.4%	4.7%
12	$17,868	$19,946	$2,078	11.6%	4.6%
13	$19,204	$21,674	$2,470	12.9%	4.8%
14	$20,880	$23,588	$2,708	13.0%	4.8%
15	$22,625	$25,694	$3,069	13.6%	4.7%
16	$24,654	$28,044	$3,390	13.8%	4.5%
17	$26,883	$30,665	$3,782	14.1%	4.5%
18	$29,346	$33,555	$4,209	14.3%	4.5%
19	$32,053	$36,793	$4,740	14.8%	4.7%
20	$35,008	$40,406	$5,398	15.4%	4.9%
21	$38,258	$44,421	$6,163	16.1%	4.8%
22	$41,826	$48,906	$7,080	16.9%	5.5%

*Average increase based on grade and step of classified FTE in state's 13 step pay plan.

EMPLOYEE BENEFIT PLAN AUDITED

The 1990 audit of the employee benefit plan has been completed by Wolcott and Associates Inc. State law requires a biennial audit of the State's benefit plan under the direction of the Legislative Auditor. The Wolcott auditing firm from Kansas, which was on contract with the Legislative Auditor's office, gave the plan overall good marks including:

Claims Processing Error Rate: The audit examined a total of 600 randomly selected claims from Blue Cross and Blue Shield's data bank -- 516 medical claims and 84 dental claims. Payment errors were found in 15 of the 516 medical claims (2.9 percent) and in 2 of the 84 dental claims (2.4 percent). The report notes that the error rate for medical claims is below the average 4 percent to 6 percent error rate found in other plans, but above the 2 percent error rate found in the last audit. The error rate for dental claims is not only below the average error rate, but has improved since the last audit (3 percent).

Magnitude of Errors: The magnitude of the payment errors were also small -- $227 in over-payments (.34 percent of $66,045 total claims dollars for the 516 medical claims) and $152 in under-payments (.23 percent). Dental over and under payments were similarly small percentages of total claims dollars. The report notes that these are within the .4 percent

to .75 percent magnitude rates typically found in such audits.

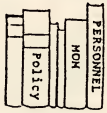
Turn Around Time: Claims processing turn-around time (from the date a claim is received to the date the check is mailed) was found to be within the auditor's standard. The standard provides that within 14 calendar days, 85 percent of all claims must be (1) paid or (2) delayed for reasons beyond the control of the processor. Sixty one percent of the 600 sampled claims were paid within the 14 days, another 23.5 percent were paid to participating providers who had agreed to accept payment monthly, and another 3.5 percent were delayed for other valid reasons for a total of 88.3 percent, which exceeds the 85 percent standard.

Other: The auditor also recommended that no refunds be provided to plan members who pay on a pre-tax basis through the Premium Payment Plan established under Internal Revenue Codes (IRC) 125. Plan members who terminate from state service, and have had a half-month of premium for dependents withheld from their paycheck, have been given the option of paying the other half and receiving the extra coverage or receiving a refund. The auditor interprets IRC 125 as prohibiting any refund of unused contributions. This recommendation is being reviewed by legal counsel.

For more information on the audit call Joyce Brown, Employee Benefits Bureau, at 444-3871.

QUESTION:

What factors are used in classifying state jobs?



UPDATE ON PROPOSED PERSONNEL POLICY CHANGES

Several personnel policies are under review and changes are proposed. A brief explanation of each of the proposed rule changes follows.

Probation, Recruitment and Selection, and Reduction in Work Force Policies - Changes to these three policies is part of a project to begin implementing the general idea that the state is "one employer." The proposed rule changes would enhance the ability of employees to move between state agencies. A public hearing was held on December 10, and a final version of these rules should become effective this quarter.

Primary changes proposed include:

* In the Probation Policy, retention of permanent status by an employee who transfers to a different state agency without a break in service;
* In the Reduction in Work Force Policy, creation of a registry of employees who have been laid off which agencies may use to place employees; creation of an anticipated notice of lay-off which would entitle an employee to RIF preference and placement on the registry; and
* In the Recruitment and Selection Policy, a new rule referencing the availability of the RIF registry.

Exempt Compensatory Time Policy - The proposed rule changes grant more explicit authority to management over the accrual and use of exempt compensatory time. In addition, after 1991, department directors will no longer be able to grant total exceptions to the forfeit of excess exempt compensatory time. However, they will be able to extend the current 90-day period in which employees must take off the excess time for up to an additional 180 days. A public hearing was

held on December 20, and a final version of these rules should become effective this quarter.

Disaster and Emergency Leave Policy - The proposed rule changes to the disaster and emergency leave policy would allow a department head to close a work site, with the governor's approval, when it is affected by localized disaster or emergency conditions. Current rules provide for closures during disasters and emergencies formally declared by the governor. A public hearing is scheduled January 18 to receive comments on these changes. Written comments may be submitted to State Personnel Division Administrator Laurie Ekanger until January 31.

Grievance Policy - The proposed amendment relating to grievances will clarify the amount of time an employee has to file a formal grievance. Some state employees have viewed the 10-day period to informally resolve a grievance and the total 15 working days they have to file a formal, written grievance as consecutive time periods. The proposed amendment encourages informal resolution of a grievance, while still allowing 15 days to file the formal grievance. This does not represent a change in the filing deadlines provided in the current rule, but is a clarification. A public hearing is scheduled January 18 to receive comments on this proposed change. Written comments may be submitted to State Personnel Division Administrator Laurie Ekanger until January 31.

Final versions of these rules are expected to be filed with the Secretary of State later this quarter.

Employee Record Keeping Policy - Changes to rules relating to the employee record keeping policy were discussed at the Personnel Network meeting in December. The proposed amendments will provide agencies with minimum guidelines to adopt a record keeping policy suited to each agency's needs. The proposal includes developing a model policy which will be available to agencies to adopt or modify.

If you have questions about changes to these personnel policies, call Jim Edgcomb, 444-3794, Liz Hayden, mornings, 444-3789, or Gale Kuglin, 444-3984.

PRESIDENT'S DAY
Monday
February, 18, 1991

MATERNITY LEAVE AND PARENTAL LEAVE -- ARE THEY THE SAME?

The EEOC has issued a policy guidance on post-pregnancy parental leave to clarify the confusion that has surrounded the issue. Consistent with a recent Third Circuit Federal court decision, the EEOC has concluded that parental leave policies that treat male and female employees differently with regard to time off to care for a newborn child violate Title VII. Thus, an employer who chooses to grant paid or unpaid leave to care for a newborn child must provide the same benefits to male and female employees.

Critical to the EEOC's conclusion is its distinction between "maternity leave" and "parental leave." Maternity leave is essentially medical leave that is provided in connection with a pregnancy-related disability. In contrast, parental leave is leave to nurture a newborn or child of any age. Accordingly, while an employer may provide more favorable maternity benefits to female employees than it does disability benefits to male em-

ployees, it cannot do so with regard to parental benefits. Once the leave is associated with childcare, as opposed to pregnancy-related disability, it must equally benefit male and female employees.

For example, an employer's policy that provides 16 weeks of unpaid "maternity leave" to women for the purposes of recovering from childbirth and for childcare, but gives men only two weeks "paternity leave," violates Title VII. While the employer may justify part of the leave disparity due to a woman's disability associated with childbirth, it cannot justify the 14-week difference unless the disparity is actually related to a woman's disability.

The EEOC has also noted that Title VII does not require an employer to provide any fringe benefits. Thus, a policy denying parental leave to all employees probably does not violate Title VII. Such a policy may fall especially harshly on adoptive parents of either sex, because neither one would be able to take any time off to be home with a newly adopted child, but it does not discriminate between the sexes.

(The above article was reprinted from the RIA Employment Coordinator, December 6, 1990.)

STATE PERSONNEL POLICY

The state of Montana adopted the Disability and Maternity Leave Policy, which addresses maternity as a temporary disability and is linked to the Sick Leave Policy (see MOM policies 3-0315 and 3-0310). The Disability and Maternity policy provides leave for a pregnancy-related disability which occurs before the birth of a child and recognizes a period of six calendar weeks a reasonable leave to recover from childbirth. This entitles a woman to use sick leave during this period. If a woman wishes to continue to use sick leave when the six-week period ends, she must obtain a physician's statement that she continues to be disabled. The reason for the use of sick leave is related to the pregnancy-related disability, not the care of the child. If she wishes to continue on leave of absence, she may request other types of leave, such as annual leave or leave without pay. The agency will review such a request on the same basis it uses to approve or deny a request for leave for other reasons.

The use of sick leave for the care of the child is only appropriate if in fact the child is ill. Sick leave used to care for an ill child can be used by either parent. The use of sick leave is not appropriate in order to care for a newly-adopted child or for any child who is not ill.

If you have any questions concerning these policies, call Jim Edgcomb, Liz Hayden or Gale Kuglin, State Personnel Division, at 444-3871.

State law (2-18-202, MCA) directs the Department of Administration to group all positions in state service into defined classes based on similarity of duties performed, responsibilities assumed, and complexity of work so that:

a. similar qualifications can be required of applicants for each position in a class;
b. the same title can be used to identify each position in a class; and,
c. similar pay can be provided under the same conditions with equity to each position in a class.

A project which will change the way jobs are classified is underway in the Classification Bureau. The new method is called the Benchmark Factoring System (BFM) and uses a point system. BFM will replace the current system which is a factor-guided, whole job ranking process that does not rely on points.

The current job evaluation method uses five factors to compare a position to a class specification and to one or more other jobs. These factors are used to describe a position.

Jobs are compared to one another, one factor at a time, rather than attempting to compare whole jobs. The five factors are:

1. Nature of Work

Variety and diversity of work - the number of different areas of subject matter that must be dealt with and the diversity between subject areas.

Complexity of work - the number of variables dealt with simultaneously.

Specialized methods, techniques, or terminology.

Level of data handling - comparing, copying, compiling, computing, analyzing, synthesizing.

Working conditions and physical demands - risks and discomforts in the physical surroundings, physical effort required (considered only as they impact knowledge and skill requirements or abilities).

2. Supervision Received

The personal overview and direction of a supervisor, guidelines and/or job structure that controls the work.

3. Management and Supervision of Others

Degree of responsibility for assigning, planning, instructing, or directing the work of organizationally subordinate positions, and the degree of responsibility for reviewing the work.

4. Personal Contacts

Importance of contacts to successful performance of major job duties subject matter dealt with - straightforward or needing interpretation; generally accepted or controversial.

Purpose of the contact - provide information, resolve conflicts, persuade others to adopt a course of action.

5. Scope and Effect of Actions and Decisions

Importance of work output on public, agency programs, etc.

Position's impact on results - consequence of error, accountability for errors, freedom to act or decide vs limitations by guidelines and supervisory review/control.

The new point-factoring job evaluation plan covers the same five principle factors and adds elements and levels of difficulty within each factor. Job Analysts, after gathering and analyzing information about a position, will apply the point-factoring system to determine the level which best describes the duties and responsibilities assigned to the position. Points, which are assigned to each level, are then totaled and matched to a corresponding pay grade.

Do you think other factors are appropriate in evaluating a job? Are these five factors able to describe your position? If you have comments or any questions, call Jim Stiffler, Standards and Methods Section, Classification Bureau, at 444-3854.

LOCAL JOB SERVICE HAS NEW MANAGER

Karlene Leonard has been promoted to manager of the Helena Job Service office, replacing Arnold Campbell who retired. Ms. Leonard has been with the local office since 1978, and has been the assistant manager for two years.

LIST OF CHEMICAL DEPENDENCY TREATMENT PROGRAMS AVAILABLE

A quarterly listing of state approved chemical dependency treatment programs is available from the Department of Institutions.

For a copy of the list contact Darryl Bruno, Alcohol and Drug Abuse Division, at 444-3930.

PROFESSIONAL DEVELOPMENT CENTER

FEBRUARY CLASSES

ATTITUDES: GETTING THE MOST FROM YOUR WORK AND LIFE

This seminar is aimed at helping individuals get the most from work and life. It addresses personal development and characteristics that help or interfere with that process. The seminar will be presented on February 5, at the Great Falls Sheraton Inn, from 8:30 a.m. to 4:30 p.m. Cost is $65. The instructor will be James Burgess of Professional Resources, a Helena consulting firm.

HOW BOSSES CAN GET THE BETTER OF BURNOUT

Stress and burnout cost employers billions of dollars each year in health claims, turnover, absenteeism, accidents, etc. They have proven to be the number one health risk for Montana state employees. This course is designed for supervisors and policy-makers. It looks at ways to recognize burnout and stress, and ways to prevent or eliminate these two "killers." The seminar will be held from 8:30 a.m. to noon, February 7, in the Lee Metcalf Building. Cost is $45.

PERFORMANCE STANDARDS AND APPRAISAL

This seminar is aimed at helping supervisors develop performance standards to more effectively evaluate employees, and learn the tried and tested methods for conducting performance appraisal. It will be presented from 8:30 a.m. to 4:30 p.m., February 12, in the Lee Metcalf Building. Cost is $60.

EFFECTIVE DISCIPLINARY PROCEDURES

Kathleen Bartole of the Professional Development Center will present this seminar on February 19. This seminar is aimed at helping supervisors to improve their supervisory skills in correcting conduct errors and applying disciplinary actions on the job. The seminar will be held in the Lee Metcalf Building, from 8:30 a.m. to 4:30 p.m. Cost is $60.

REMOTE SUPERVISION

Fair and honest evaluation of employees is especially difficult when those employees are located miles away and face-to-face contact is infrequent. This seminar discusses that problem and others that result from geographically remote supervision. This seminar requires that at least one employee from a remote location attend the course with each supervisor. The class will be held in the Lee Metcalf Building, February 20, from 8:30 a.m. to 4:30 p.m. Cost is $60.

MANAGING STRESS

We all experience stress at times and the experts tell us that a certain amount is needed. However, when the stress becomes too much there are some things we can do. This seminar teaches methods that anyone can use to reduce stress. The class meets February 21, from 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building. Cost is $60.

MEDIA RELATIONS

This seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press, and includes a video recorded press interview. It will be presented in the Lee Metcalf Building, February 26, from 8:30 a.m. to 4:30 p.m. Cost is $65, and John Camper, of the Professional Development Center, is the instructor.

BALANCING WORK AND FAMILY

Under the norms of the day, men and women are expected to be "super-person" and handle all their many responsibilities without showing any outward signs of stress. This seminar discusses these issues and provides methods and means to cope with those problems. The class will meet February 28, in the Lee Metcalf Building, from 1:00 to 4:30 p.m. Cost is $45.

MANAGING CONFLICT

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and resolving conflict. This seminar emphasizes communication skills and how to defuse confrontations. It will be conducted on February 28, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building. Cost is $60.

AND OTHERS TOO . . .

The other courses being taught during February are:

*Telephone Presence. February 6, 8:30 a.m. to noon. Cost $45.

*Marketing in the Public Sector. February 7, 1:00 to 4:30 p.m. Cost $45.

*Approaching Supervision. February 13, 8:30 a.m. to 4:30 p.m. Cost $60.

*One-Minute Manager. February 21, 8:30 a.m. to noon. Cost $45.

*Managing Conflict. February 28, 8:30 a.m. to 4:30 p.m. Cost $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative, or call PDC at 444-3985 or 444-3749. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER

FEBRUARY 1991 CLASSES

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Cathy Mason
Bev Pickett
Esther Schneiter
Jim Stiffler

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Jim Edgcomb at 444-3871.

NEW EMPLOYEE BENEFITS BOOKLET AVAILABLE

The 1990/91 State of Montana Employee Benefits Plan booklet is available for all eligible employees through their agency payroll/personnel office. This handbook explains insurance benefits for state employees.

LIMITED NUMBER OF EMPLOYEE HANDBOOKS STILL AVAILABLE

Only 800 copies of the State Employee Handbook remain. This handbook provides an overview of state government, describes the salary and benefits structure, and describes various policies and employee services. When these are gone, the handbook will not be available again until the end of the year.

The Employee Handbook is ordered through the Property and Supply Bureau in the Department of Administration. (Item #9000-0870).

ICCW SPONSORS PAY DISCUSSION

The Interdepartmental Coordinating Committee For Women (ICCW) will be sponsoring a panel discussion on pay bills before the legislature.

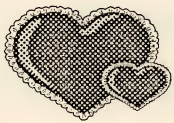
The speakers will be composed of Laurie Ekanger, State Personnel Division; Jim Adams, Associate Director of MPEA; and Dan Evans, Field Representative of AFT.

This presentation is part of the brown bag lunch series sponsored by the ICCW and is free to all employees.

This panel discussion will be held on Tuesday, February 12, and Wednesday, February 13, 1991, from noon to 1:00 p.m., in the SRS auditorium.

HAPPY VALENTINE'S DAY

FROM THE STATE PERSONNEL DIVISION



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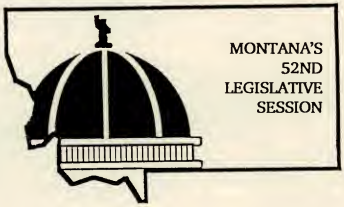


SUBCOMMITTEE WILL RECOMMEND ACTION ON PAY BILLS

The legislature is considering five pay plan proposals which were discussed at a hearing on February 1. A legislative subcommittee will review the bills in detail and recommend action to the House State Administration Committee. The subcommittee members are Representative Gary Forrester (Subcommittee Chairman), Representatives Vicki Cocchiarella, Gary Beck, John Phillips and Wilbur Spring.

The following summary identifies the key issues of each bill and the estimated cost of that bill if a fiscal note has been prepared. More information may be obtained by calling the State Personnel Division or the Legislative Council.

House Bill 509
(Governor's Proposal)

The governor's pay proposal would replace the current step structure with an open range plan based upon average market pay for each grade. In this plan, pay is determined by comparing state salaries with current market pay for similar work. The philosophy and structure are the same as recommended by the Committee on State Employee Compensation established by the last legislature.

The bill proposes a 3% increase for all state employees and university faculty in FY92 (beginning July 1, 1991), and FY93 (beginning July 1, 1992). For classified employees, the bill proposes an additional progression raise based upon how far an employee's salary is below market.

Under HB 509, that progression raise is 1/8 of 1% for every full percentage the salary is below market. Approximately 93 percent of employees covered by Pay Plan 060 would receive the progression raise in addition to the market raise.

In addition, the bill proposes to increase the state's contribution to the benefit plan by $15 per month for each employee during each year of the biennium.

The estimated cost of the governor's pay plan is $55,500,000.

House Bill No. 259

This bill is introduced by Representative Cocchiarella on behalf of Montana Public Employees Association (MPEA). HB 259 proposes that classified positions covered by Pay Plan 060 (the state pay plan that covers most classified employees) would be maintained on the current 13 step pay matrix. These employees would be granted one step plus a 6% cost of living increase each year. In addition, employees who have had steps frozen would be allowed to recover up to two additional steps in FY92 and up to three additional steps in FY93.

The bill proposes to increase the state insurance contribution $20 per employee per month in FY92 and $25 in FY93.

The bill proposes adjustments in the current longevity pay by adding 40 cents per hour after 16 years of service with an additional 40 cents per hour for every 3 years of service thereafter. It also proposes to pay a shift differential of $1.00 per hour to employees who work outside regular working hours of 7:00 a.m. to 6:00 p.m.

It is estimated that this proposal would cost $106,000,000 to fund employees covered by Pay Plan 060 and would be amended in the near future to include employees who are not under the statewide pay matrix.

House Bill No. 514

This bill retains the current 13 step pay matrix and freezes the steps. It proposes a flat rate salary increase of $3,000 per year for all employees in the matrix in FY92 and FY93. The bill proposes to increase the state's contribution to insurance by $30 per employee per month in FY92 and $50 per employee per month in FY93.

This bill proposes that classification and grade should be negotiable and that each agency may negotiate separate pay plans for its employees.

HB 514 would require that teachers are paid the same rate as the teachers who work in the school district nearest the state-operated school. Pay rates would also be based on educational training and years of experience.

This bill also proposes a shift differential pay of $1.00 per hour for each hour worked during a second shift and $1.50 per hour for each hour worked during a third shift. Under HB 514, hazardous duty pay could be negotiated by agencies and hazardous duty pay of up to $2.00 per hour could be paid to employees.

House Bill 504

This bill proposes changing the timing of the current system. HB 504 mandates that all collective bargaining must begin

one year before the governor submits the budget to the legislature.

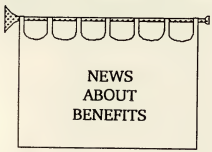
House Bill 502

HB 502 proposes a lump-sum payment of $1,000 for employees covered by the statewide pay plan, and liquor store and blue collar pay plans. The proposed pay increase would be in addition to any other pay increase proposed for FY92 and FY93.

House Bill 430

HB 430 repeals the current state employee classification and pay plan.

For more information about the proposed "pay bills," call Cathy Mason at the State Personnel Division, 444-3849.



Proposed Increase in State Contribution to Employee Benefits Not Expected to Cover Cost Increases

The governor's pay proposal would increase the state contribution to employee benefits $15 per employee per month in FY92 and another $15 per employee per month in FY93. This will cost approximately $7,000,000 over the biennium.

With these increases, the state contribution will go up from $150 per employee per month now to $165 per employee per month in FY92 beginning July 1, 1991, and $180 per employee per month in FY93 beginning July 1, 1992. Over a period of only four years (the FY90/91 and FY92/93 bienniums) the state contribution will have increased from $115 per employee per month to $180, an average increase of 11.7 percent per year.

Unfortunately, increases in medical costs are outstripping increases in the state contribution. Medical claims costs are projected to increase 15% in each year of the next biennium. While these may seem like unreasonably high increases, even for medical costs, it is on the lower end of the 15% to 20% range being used by most private health insurance companies. They include not only medical cost inflation (cost per procedure), but all factors driving up medical plan costs including new procedures (that is, new technology), increased use of medical services, and cost shifting by providers to pay for the uninsured. Projections are developed by the plan's actuary and reflect the state health plan's experience which has been more favorable than some others.

The country's continuing large increases in medical costs place the state, like most employers, in a dilemma. In an environment of limited funds for employee compensation, providing enough employer contribution to fully fund increases in health costs, requires money that could be used for salary increases. Since salary and benefits represent two parts of an employee's compensation package, the decision to put dollars in one part or the other is largely a matter of judgment on what would better meet the needs of employees. Given current employee demands for larger salary increases, the governor's proposal strikes a compromise by placing some new dollars on the benefits side, but not so many as to effectively wipe out salary increases.

This will leave the state health plan with insufficient funds to cover projected cost increases of current benefit levels and maintain an adequate reserve. If cost increases occur as projected, the plan will face a shortfall of approximately $9,000,000 over the biennium. The State Employee Group Benefits Advisory Council and Department of Administration will face the same kind of options it faced last year -- increasing employee contributions for dependent coverage (which continue to be low compared to other plans and are not covering the cost of dependents to the plan) or reducing benefits.

In addition to these options the council will be examining the feasibility of providing employees with a choice. Some employees have expressed a desire to maintain current benefits even if that means they have to pay more in premiums. Others have expressed a willingness to bear more of the risk for health care costs themselves by going to a leaner plan in exchange for lower premiums and more compensation dollars in salary. The council and Department of Administration will be looking at the possibility of a "high/low" option that would allow employees to choose a "high" or richer plan and pay more premium, and others a "low" leaner plan and pay less premium.

Although providing a choice to each employee through a high/low option may seem ideal, it is not without risks, and may itself drive up costs if not carefully structured.

The decisions the Advisory Council and Department of Administration face are not easy and are of importance to all employees. Plans are underway for a structured survey of employee preference to be conducted sometime in the spring to help the council and department make decisions that best meet the needs of employees.

For more information call Joyce Brown, State Personnel Division, at 444-3871.

Benefits Include Unique Provisions For Military

Military Provisions

For active-duty members, the military generally provides any required health and dental services. For dependents, the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) provides health benefits. A supplemental dental plan called the "Defense Department's Active Duty Dependents Dental Plan" offers basic preventive and restorative dental care to enrolled families.

Reservists who are called to active duty are also eligible to receive up to $50,000 in group term life insurance coverage. The appropriate military source (Army, Navy, Marine Corps, etc.) should be contacted for questions about health, dental or life insurance coverage through military provisions.

State of Montana Employee Benefits Plan Provisions

1. Health and Dental

An employee of the state called to active duty who takes a leave of absence from state service may waive medical and dental coverage for himself and dependents under the state plan during active duty and depend solely on the military for medical and dental coverage. The State Plan will reinstate, with continuous coverage, the employee and any dependents who were previously covered upon return to work within 90 days of the end of active duty. Documentation of when active duty ended must be provided.

An employee called to active duty who takes a leave of absence from state service may continue medical and dental coverage in effect for him or herself and any dependents covered at the time of call up for a period of 12 months by self-paying the total monthly premium. Upon completion of the 12 months, the employee and dependents will be eligible to continue health and dental coverage under federal COBRA provisions for another 18 months. This total 2 ½ year period during which benefits may be continued is expected to exceed the duration of the call-up period. When the employee returns to work at the end of the call-up, regular employee benefits will be reinstated with continuous coverage.

It is important to note that continuation of state plan coverage for the employee is of limited value if the employee is involved in the conflict. Treatment of a condition caused by or arising out of an act of war or declared or undeclared armed

invasion or aggression is not a covered service under the state plan. Medical treatment for conflict-related injuries is provided by the armed services both during and after the call-up.

An employee called to active duty who terminates employment with the state will automatically lose state employee benefits unless the employee continues medical and dental coverage for him or herself and/or any existing dependents under federal COBRA provisions. Federal COBRA provisions allow continuation under the state plan through self payment of the entire monthly premium for a period of up to 18 months.

If the employee terminates employment, continues coverage under COBRA and returns to state employment while still covered under COBRA, his coverage with the state plan will be continuous. If the employee returns to state employment after a lapse in coverage, he or she will be a new plan member, and must meet all pre-existing condition waiting periods and evidence of insurability requirements.

2. Life Insurance

Under the terms of the State Employee Benefit Group Life Insurance policy with Standard Insurance Company, the following options are available:

An employee called to active duty may continue life and accidental death and dismemberment insurance while serving and located in the continental United States, Alaska, or Hawaii by self-paying the required premium. Group coverage for an employee serving or located outside the continental United States, Alaska or Hawaii will end at the time of call-up.

Dependent life and accidental death and dismemberment coverage may be continued, even though employee coverage ends, by self-paying the required premium.

Currently, employee and dependent coverage will automatically end 200 days after the date the employee is called to active duty or 90 days after the date the employee is discharged from active duty, whichever occurs first.

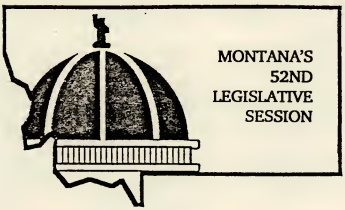
Group life insurance cancelled because of call-up to a location outside the United States or because of the 200-day limit will be reinstated if an employee returns to work within 90 days after being discharged.

Standard Insurance Company offers a conversion plan to all members who lose eligibility for group benefits which allows conversion of any current life insurance (not AD&D) coverage to an individual whole life plan with Standard Insurance Company. This conversion plan is available without evidence of insurability and does not contain a war exclusion clause.

The above provisions with the state plan are available at this time. As conditions progress or change, modifications or adjustments may be made. If you have any questions concerning your health, dental or life insurance benefits through the State of Montana Employee Benefits Plan, please contact your agency payroll personnel or Kathy Battershell, Employee Benefits Bureau, at 444-3871.

HAPPY ST. PATRICK'S DAY

Sunday, March 17



During the 52nd Legislative Session, the State Personnel Division will track bills that are related to personnel issues. The following is a partial list of bills and their status on February 20th.

For an update about a specific bill, call the Legislative Council at 444-4853. You may call any staff member in the Personnel Services Section at 444-3871 for additional information.

Number	Primary Sponsor	Title/Status
SB0004	Hager	Amend Constitution to allow legislator to hold civil office. Status: Failed 3rd Reading (Vote 20 - 30).
SB0030	Towe	Define professional strike-breaker and require employment information. Status: Passed 3rd reading, 26-24.
SB0031	Towe	Regulate drug testing; certified drug labs; minimum levels. Status: Hearing, 1/16.
SB0043	Noble	Replace heritage day with Chief Joseph Day. Status: Tabled, 1/22/91.
SB0073	Towe	Require employer to provide lunch and rest periods. Status: Failed 2nd reading, 21-27.
SB0074	Towe	Allow union to respond to information discouraging union membership. Status: Failed 2nd reading, 22-27.
SB0075	Towe	Prevent injunction against union on strike unless danger of violence exists. Status: Failed 3rd reading, 25-25.
SB0076	Towe	Create office of coordinator of ethnic affairs. Status: Adverse report adopted, 42-5.
SB0078	Fritz	Trade heritage day for Martin Luther King day. Status: Signed by governor.
SB0091	Keating	Clarify appointment of highway traffic safety administrator. Status: Passed 3rd reading, 49-0.
SB0138	Stimatz	Private workforce drug testing act. Status: Hearing 1/31.
SB0164	Jergeson	Create department of transportation. Status: Passed 2nd reading, 40-8.

Number	Primary Sponsor	Title/Status
SB0149	Delvin	Simplify grievance procedure in Fish, Wildlife, and Parks. Status: Adverse report adopted, 44-3.
SB0175	Beck	Exempt professionals and managers in department of highways from pay plan. Status: Tabled in Committee.
SB0183	Waterman	Allow state employees to appeal the grade assigned to class. Status: Adverse committee report adopted, 43-7.
SB0216	Cowe	Revise unemployment insurance law on work stoppage to conform to federal. Status: 2nd reading indefinite; postponed, 30-20.
SB0231	Manning	Revise public employee work limitations. Status: 3rd reading, passed, 47-1.
SB0241	Blaylock	Prohibit dual compensation for elected officials. Status: Passed 2nd reading, 48-0.
SB0251	Gage	Allow department of justice to suspend an officer without a hearing. Status: 3rd reading, passed, 45-4.
HB0011	Pavlovich	Repeal sunset for veterans' employment preference. Status: Signed by governor.
HB0015	Cody	Expand department rule reviewer requirement. Status: Signed by governor.
HB0045	Manning	Criteria for acceptance and expenditure of private funds by state. Status: Tabled in committee.
HB0085	Stang	Require department of highways grievance be filed in 180 days. Status: Signed by governor.
HB0110	Gilbert	Drug testing for commercial transportation workers. Status: Passed as amended.
HB0112	Driscoll	Delete notification of withholding for child support. Status: Tabled.
HB0125	Gervais	Establish director of American Indian/Minority achievement. Status: Re-referred to Appropriations.
HB0140	Raney	Require state employee to notify supervisor of job offer from regulated person. Status: Passed 2nd reading, 35-12.

Number	Primary Sponsor	Title/Status
HB0170	Grinde	Increase lodging reimbursement from $25 to $30. Status: Tabled in committee.
HB0232	Clark	Highway patrol disciplinary appeal through collective bargaining. Status: Passed 2nd reading, 93-3.
HB0242	Thomas	Allow terminated employees to contract with the state. Status: Passed 2nd reading, 47-0.
HB0243	Brown, J.	Abolish sick leave advisory council. Status: Signed by governor.
HB0245	Nelson, T.	Require health insurance mandates to apply to ERISA plans. Status: Tabled.
HB0259	Cocchiarella	Reinstate steps; provide salary adjustment to state employees. Status: Hearing, 2/1; under subcommittee review.
HB0280	Thomas	Deny total temporary disability benefits upon release to return to work. Status: Passed 3rd reading, 49-0.
HB0281	Stickney	Allow HIV testing by emergency room personnel. Status: Hearing, 1/25.
HB0336	Simpkins	Wage and hour revision. Status: Passed 3rd reading, 93-6.
HB0337	Brown, J.	Appropriation for Excepted employees in department of highways. Status: Re-referred to Health Appropriations.
HB0347	Gervais	Exempt school districts from nepotism. Status: Passed 2nd reading, 84-12.
HB0388	Stickney	Sex discrimination to include maternity and child birth. Status: Passed 2nd reading, 84-12.
HB0389	Gould	Clarify definition of mental and physical handicap. Status: Passed 2nd reading, 89-1.
HB0400	Hanson, M.	Prohibit discrimination in public mental health services. Status: Tabled in committee.
HB0424	Stickney	Mandate gender balance on boards and committees if possible. Status: Passed 2nd reading.
HB0430	Driscoll	Repeal state employee classification and pay plan. Status: Hearing 2/1; under subcommittee review.

Number	Primary Sponsor	Title/Status
HB0502	Menahan	Provide additional salary increase for certain state employees. Status: Hearing, 2/1; under subcommittee review.
HB0504	Driscoll	Negotiations to commerce 1 year prior to legislature. Status: Hearing, 2/1; under review.
HB0509	Swysgood	Governor's pay plan. Status: Hearing, 2/1; under subcommittee review.
HB0514	Menahan	Pay plan - mandating negotiated classifications. Status: Hearing, 2/1; under subcommittee review.
HB0520	Cocchiarella	Increase per diem and lodging expenses for state employees. Status: Re-referred to Appropriations.
HB0577	Harper	Military leave benefits for employees ordered to active duty. Status: Hearing, St. Admin., 2/14.
HB0578	Beck, G.	Hazardous duty pay for employees at State Prison and Correction Center. Status: Hearing, St. Admin., 2/15.
HB0643	Squires	Providing employee protections against instituions closure. Status: Hearing, Labor, 2/19.
HB0734	Phillips	Supplemental Pay for state employees called for active duty. Status: Hearing, St. Admin., 2/14 (concurred).
HB0758	Barnhart	Maternity leave for state employees adopting a child under one year old. Status: Passed as amended; 2nd reading not yet scheduled.
HB0803	Menahan	Protect from effects of closures and layoffs. Status: Fiscal note requested, 2/13.
HB0804	Menahan	Provide benefits for riffed employees. Status: Fiscal note requested, 2/13.
HB0851	Whalen	Revise Wrongful Discharge Act. Status: Judiciary hearing, 2/22.
HB0857	O'Keefe	Privitization accountability and disclosure. Status: Hearing, Labor, 2/19.
HB0860	Dowell	Declare state buildings smoke free. Status: Passed committee as amended, 2/20.

Number	Primary Sponsor	Title/Status
HB0882	Russell	Indian employment preference. Status: Hearing, Labor, 2/21.
HB0936	Rice, J.	Transfer of unused sick leave credits to retirement account. Status: Hearing, State Admin., 2/21.
HB0945	Bradley	Vacation leave pool for active duty employees. Status: Hearing, State Admin., 2/21.

POINT-FACTORING WILL BEGIN IN SPRING

The Classification Bureau staff continues to focus primary attention on a project that will change the state's job evaluation methodology to a "point factoring" method. By mid-February, the factor level definitions had been written and 160 benchmark positions had been factored.

The staff has begun the process of writing benchmark descriptions. The "benchmark" describes a typical position in a class and explains the factor levels that have been assigned to the position.

A consultant has been retained to perform some statistical analysis and to review the new methodology.

Personnel officers are invited to attend a work session on a Tuesday or Thursday morning to learn about the new method and provide input into its development and application. In late March or early April formal training sessions will be conducted for all agency Personnel Officers and Personnel Specialists.

In the meantime, the moratorium on reclassification actions is still in effect. The moratorium will end May 1, 1991. The Classification Bureau intends to begin implementation of the new methodology on that date. Agencies should keep in mind that the Classification Bureau will probably be busy between May and July with new positions that are approved by the legislature. If you are receiving new positions, you should begin the classification process as soon as possible to avoid any delay in the recruitment and selection process.

For additional information about classification actions or the new point factoring method, call John McEwen, chief, Classification Bureau, 444-3894.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

Marilyn Benjamin
Joyce Brown
John Camper
Mark Cress
Linda Davis
Jim Edgcomb
Laurie Ekanger
Gale Kuglin
Cathy Mason
John McEwen
Bev Pickett

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Jim Edgcomb at 444-3871.

RESOURCE HANDBOOK AVAILABLE

A Helena Community Resource Book is available from the Carroll College Psychology Club. The book includes 130 entries covering services available in areas such as health, education, financial, child care, economic assistance, veterans and the elderly.

The book is $19.95 or $16.95 for three or more copies and may be ordered by calling Carroll College at 442-3450, or writing to the Carroll College Psychology Club, Box 996, Carroll College, Helena, Montana 59601, Attention Liz Cooley. Ms. Cooley may be contacted for additional information.

Proceeds from the book will be used to support club activities.

PERSONNEL SERVICES SECTION COMBINES EEO AND POLICY

The Policy and Practices and Equal Employment Opportunity Sections of the State Personnel Division have combined to form the Personnel Services Section. Gale Kuglin has been named section supervisor.

The reorganization creates a more efficient method of providing information and personnel services to agencies. Each staff member may provide assistance on a variety of personnel issues which often overlap in the areas of EEO and state policy.

The section includes the following positions in addition to the section supervisor: EEO coordinator, project coordinator, and two policy/EEO specialists.

For additional information, please call:

Gale Kuglin section supervisor	444-3984
Linda Davis EEO coordinator	444-3796
Jim Edgcomb project coordinator	444-3886
(vacant) policy/EEO specialist	444-3794
Liz Hayden policy/EEO specialist	444-3789 mornings

STAFF CHANGES

The State Personnel Division had several staff changes in January.

Marilyn Benjamin transferred from receptionist to program secretary for the Professional Development Center. Her phone number is 444-3985.

The receptionist position has been filled by **Darlene Ness**. Her phone number is 444-3871.

Kitty Ryan, 444-3872, recently joined the Division as office manager.

Marguerite Santy, 444-3837, began in the word processing unit this month.

Jim Edgcomb has been named project coordinator in the Personnel Services Section. Previously, Jim was a policy specialist in that section. His phone number is 444-3886.

Jeanette Handelin and **Karen Dimmitt** left the State Personnel Division in January. Both had worked with the Division for several years.

PUBLICATION SUMMARIZES PRIVACY AND RIGHT TO KNOW

The Professional Development Center, training arm of the State Personnel Division, has published a comprehensive summary of cases involving the right of privacy and the right to know in Montana.

Compiled by John Moore, director of the PDC, the 40-page booklet provides a roundup of 40 Montana Supreme Court decisions and 29

Attorney General opinions. Some decisions preceded the adoption of the 1972 state constitution, but most of the cases and all of the opinions came after 1972. The cases focus on the constitutional right of privacy and right to know, as well as the laws concerning public records and open meetings.

Moore has conducted seminars on these issues for the past six years. His interest in producing this summary stemmed from class participants expressing the need for a comprehensive compendium of cases.

Entitled "Privacy and the Right to Know: Montana Cases and Considerations," the booklet is available by calling Marilyn Benjamin at 444-3985. A charge of $3 is assessed to cover printing and mailing costs.

MEETING HIGHLIGHTS

GROUP BENEFITS ADVISORY COUNCIL

In January, the State Employee Group Benefits Advisory Council devoted its agenda to an update on the State Deferred Compensation Plan.

Changes In Investment Options

Members will no longer be able to invest in the Fidelity High Income Fund investment option. At the beginning of 1990, the fund changed its name to Fidelity Capital and Income Fund and changed its investment objective to focus on capital growth as well as current income. Also, the fund added a 2% redemption fee against deferrals beginning February 1, 1991.

Nationwide, the state's investment provider, will not pass on the redemption fee to state employee members but will limit participation in the fund. Beginning on May 1, 1991, no deferrals will be accepted. Deferrals will be routed to the Money Market Fund option unless otherwise directed.

All current plan assets will remain in the Capital and Income Fund unless exchanged by the participant. Participants may exchange out of the fund at any time.

Status of the Plan

The number of participants and the total asset value of the deferred compensation program continues to increase. Total assets rose to $68,653,200.

For 1991, the guaranteed minimum fixed fund annual interest rate is 8.6%. The current quarter will pay 8.85%.

For additional information about the State Deferred Compensation Plan, call Cathy Mason, State Personnel Division, at 444-3849.

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RECRUITMENT AND SELECTION TASK FORCE

The task force on Recruitment and Selection Procedures (RSP) met twice in January to complete the review of the State's recruitment procedures. The state application and the guidelines for supplement questions were reviewed.

The following summarizes several major changes made on the State Employment Application:

- Applicants may complete the education and experience sections on separate sheets of paper and photocopy application materials.
- The signature section is now on the first page.
- A new section was added to make it possible to refer the name and address of applicants for similar state positions. The task force is working on a way to refer those applicants for hard to fill positions.

Current applications will be used before new ones are available in about two months.

The committee worked on the following projects also:

- Developing draft guidelines for newspaper advertisements. The draft will be sent to Personnel Officers for review and comment.

- Using State Government headings and standard information in newspaper ads and developing a contract with the major papers.

In the future, the task force will investigate developing consistent selection procedures; will examine scored selection devices; will review the applicant flow on-line system and EEO reports and will review the draft recruitment and selection guidelines developed by Personnel Services.

The task force meets monthly. For additional information or if you wish to discuss a topic with the task force, Linda Davis, EEO Coordinator, at 444-3796.

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STATE EMPLOYEE COMBINED CAMPAIGN

A new Employee Steering Committee has been formed to plan the 1991 State Employees' Combined Campaign (SECC). Several members of last year's committee and some new members will be responsible for planning and running the SECC.

The group met for the first time on January 30. Bob Pancich, Department of Commerce, will continue to chair the committee. Other employees who have volunteered to be on the committee include:

Dee Strizich
Department of Administration
John Sanders
Department of Natural Resources and Conservation
Diana Wenger
Department of Revenue
Joel Matheus
Department of Social and Rehabilitative Services
Kathy Helland
Department of Labor and Industry
Madalyn Quinlan
Office of Public Instruction
Jim Standaert
Office of Legislative Fiscal Analyst
Marty Beatty
Department of Highways
Margaret Morgan
Department of Justice
Dale Graff
Department of Fish, Wildlife and Parks
Lois Ennis
Department of Family Services
Yoli Fitzsimmons
Department of Health and Environmental Sciences

The committee has begun to review surveys from volunteers who participated in the last campaign. The surveys included comments about last year's campaign procedures and recommendations for changes.

A subcommittee was formed to finalize the eligibility requirements for the 1991 campaign.

If you are employed by an agency that is not represented on the steering committee and would like to become a member, call Jim Edgcomb at 444-3794. The steering committee will be meeting approximately once a month for the next few months and then more frequently as the campaign approaches. Meetings take place during normal working hours.

If you have any questions concerning the 1991 SECC, call Jim Edgcomb, State Personnel Division at 444-3886.

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GOVERNOR'S COMMITTEE DEVELOPS WORK PLAN

The Governor's Committee on Employment of People with Disabilities (GCEPD) detailed the 1991 work plan at the winter quarter meeting in January. Also, the committee added a new accessibility award to the Awards Program.

Some of the projects in the GCEPD 1991 Work Plan are:

- Promote the Speaker Bureau. Members speak to local communities to promote employment, provide information about the Americans With Disabilities Act (ADA) and GCEPD activities, and provide disability awareness training (Windmills).

- Continue the Awards Program that formally recognizes individuals, employers and organizations for significant contributions related to the employment of people with disabilities. The Accessibility Award was added to recognize businesses that are fully accessible or have substantially improved acces-

sibility to people with disabilities.

- Conduct the Disability Conference on October 24, 1991, in Billings. The conference takes place during Disability Awareness Month.

The committee recognized a new member, Richard F. James of Bozeman. Mr. James represents the Visual Services Advisory Council.

The committee will meet on Friday, April 26 at 9:00 a.m. in the Glacier Room, DNRC Building and is open to the public. For more information, call Linda Davis at 444-3796, or write to the GCEPD, Room 130, Mitchell Building, Helena, Montana 59620.

PROFESSIONAL DEVELOPMENT CENTER

MARCH CLASSES

Managing Service Contracts

This seminar is intended for anyone with actual or potential responsibility for developing and monitoring service contracts. The seminar will identify the process and procedures for developing and monitoring state contracts with private business for provision of services. The seminar will be held March 6 in the Yellowstone Room of the Lee Metcalf Building from 8:30 a.m. to 4:30 p.m. Cost is $60.

Documenting Disciplinary Actions

"If it isn't written down, it didn't happen." This is one of the basic principles of documenting disciplinary actions. There are many other logical and legal steps that must be followed during disciplinary actions. This half-day seminar provides the details about the disciplinary process. It will be conducted in the Glacier Room, Lee Metcalf Building, on March 14, from 8:30 a.m. to Noon. Cost is $45.

Conducting Performance Appraisal Interviews

This half-day seminar will cover the various aspects of preparing for and conducting an effective performance appraisal interview. This seminar will be conducted on March 14 in the Yellowstone Room of the Lee Metcalf Building from 1:00 p.m. to 4:30 p.m. The cost is $45.

Fire Me and I'll Sue!

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar will examine related problems and investigate the rights and responsibilities of managers. The seminar will be held on March 19 from 8:30 a.m. to 4:30 p.m. in the Sheraton Inn, Great Falls. The cost is $60.

Everyday Negotiating Skills

This seminar will begin at 8:30 a.m. and end at noon, on March 27, in the Glacier Room of the Lee Metcalf Building in Helena. The seminar will benefit anyone who would like to gain or enhance workplace negotiating skills and learn about problem-solving skills. The cost of this seminar is $45.

And Others Too . . .

The other courses being taught during March are:

* Encoding SBAS Documents. March 7, 8:30 a.m. to 4:30 p.m. Cost is $60.

The following seminars extend over more than one day and are open to anyone.

* Effective Presentations. March 20, 1:00 p.m. to 4:30 p.m.; March 21, 8:30 a.m. to 4:30 p.m.; and March 22, 8:30 a.m. to noon, in the Lee Metcalf Building. Cost is $60.

* **Pre-Retirement Planning.** March 27 - 28, 9:00 a.m. to 5:00 p.m., Coach House Inn East, Helena. Cost is $55.

* **Contemporary Writing Skills.** March 28, 1:00 p.m. to 4:30 p.m. and March 29, 8:30 a.m. to noon in the Lee Metcalf Building. Cost is $45.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER

MARCH CALENDAR

				March 1
4	5 BOM Choices	BOM Post-Test 6 Mgng Svc Contracts	7 Encoding SBAS Doc. POM 2 Teams	8
11	12	13 POM 3 Fiscal	Doc Discip. Acts. 14 Conducting Perf App Interviews	15
18	19 Fire Me & I'll Sue Great Falls	20	21 Effective Presentations	22
25	26 POM 4 Information	Everyday Negotiating 27 Pre-Retirement - Helena	28 Contemporary Writing Skills	29

as of 2/21/91

Professional Development Center

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CITY/STATE: _____ ZIP: _____

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SEMINAR

SEMINAR TITLE: _____

SEMINAR CODE NUMBER: _____ SEMINAR DATE(S): _____

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PERSONNEL DIVISION
ROOM 130, MITCHELL BUILDING
HELENA, MONTANA 59620

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, Montana 59620

Phone: (406) 444-3871

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State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, Montana 59620

Montana Personnel Perspectives

Volume X, Number 12 March 1991

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ROUTE TO:

RETURN TO:

GOVERNOR WILL HONOR STATE EMPLOYEES

Governor Stan Stephens has declared Tuesday, May 7 **State Employee Recognition Day.** Montana's celebrations are part of President Bush's efforts to honor all public employees during the week of May 6-10 which he has declared **Public Service Recognition Week.**

Governor Stephens will present the Governor's Award for Excellence in Performance to outstanding state employees during an awards ceremony on May 7. Each state agency will select one or two employees, based on the number of people employed by the agency, who have made outstanding contributions through performance, leadership or through other efforts as a Montana state employee. Plans are underway to organize other activities that will focus on the daily efforts of public employees to improve the quality of life in Montana.

For further information about the selection process in your agency for the Governor's Award, contact your agency personnel officer or director's office. Agency selections must be submitted by Friday, March 29, to Liz Hayden, State Personnel Division, Room 130, Mitchell Building, Helena, Montana, 59620. For additional information, call Liz Hayden at 444-3789, mornings.

SECC ELIGIBILITY CRITERIA ADOPTED

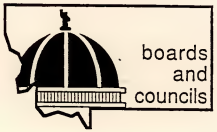
A new Employee Steering Committee has reviewed and adopted a policy statement for the 1991 State Employees' Combined Campaign (SECC). The policy includes the eligibility criteria used to determine the types of charitable organizations which may participate in the campaign. The criteria essentially remain the same as last year.

One major change will make it easier for local federations to participate and should increase the number of federations from smaller communities. One goal of the committee this year is to provide the opportunity for more state employees to give to local charitable groups through the SECC.

Issues the committee will be working on include improving the distribution of campaign materials, ways to promote the campaign, and how contributions are reconciled.

The employee steering committee represents all state employees and is responsible for planning and running the SECC. The committee is still looking for additional members. The committee meets approximately once a month for the next few months and then more frequently as the campaign approaches. Meetings take place during working hours. The following agencies are currently represented on the committee: Department of Commerce, Department of Administration, Department of Natural Resources and Conservation, Department of Revenue, Department of Social and Rehabilitative Sciences, Department of Labor and Industry, Office of Public Instruction, Office of Legislative Fiscal Analyst, Department of Highways, Department of Justice, Department of Fish, Wildlife and Parks, Department of Family Services, Department of Health and Environmental Sciences.

Call the State Personnel Division if you or someone you know from an agency not currently represented would like to participate on the committee. In addition, if you have any suggestions or questions concerning the 1991 SECC, call Jim Edgcomb, State Personnel Division, at 444-3886.



COUNCIL CONSIDERS BENEFIT CHANGES

An increased deductible and increased premiums are changes which the State Employee Group Benefits Advisory Council will consider in April to help offset a projected deficit in the employee group benefits plan. Council members were asked at their March 6 meeting for additional suggestions on any benefit changes that would result in plan savings.

Developing Hi/Low insurance and flexible spending accounts benefits options will need to be delayed until the 1992-1993 benefits year. Development of these programs must wait until the automation project is implemented to bring administration of the benefits program on line for state agencies.

Flexible spending accounts would allow employees to set aside a certain dollar amount pre-tax for out-of-pocket insurance costs. The flexible spending account could be implemented with or without the Hi/Low insurance option. The Benefits Bureau continues to gather data on ways to implement and administer the flexible spending account.

The Bureau also continues to research the possible benefit options and rate structures that Hi/Low insurance would provide. Plans were made to conduct a formal survey by the State Personnel Division and ICCW, regarding employee preferences on benefit/premium issues.

Laurie Ekanger reported that the Sick Leave Fund Advisory Council was abolished by the Legislature. Its duties have been transferred to the State Employee Group Benefits Advisory Council.

For more information on these developments, call Joyce Brown, Employee Benefits Bureau, 444-3871.

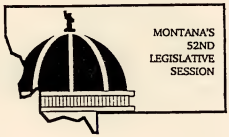
LABOR QUESTION

Question:

What services are available to management through the State Labor Relations Bureau (State Personnel Division)?

HAPPY EASTER!!

FROM THE STATE PERSONNEL DIVISION



During the 52nd Legislative Session, the State Personnel Division is tracking bills that are related to personnel issues. The following is a **partial** list of bills and their status on March 20th.

For an update about a specific bill, call the Legislative Council at 444-4853. You may call any staff member in the Personnel Services Section at 444-3871 for additional information.

Primary Number Sponsor	Title/Latest Status
SB0030 Towe	Define professional strike breaker and require employment information. Status: Transmit to Governor.
SB0031 Towe	Regulate drug testing; certified drug labs; minimum levels. Status: Hearing, 3/20.
SB0164 Jergeson	Create department of transportation. Status: Hearing 3/18.
SB0188 Harding	Acupuncturist included in health care freedom of choice. Status: Returned to Senate.
SB0366 Franklin	Require health insurance coverage for mammography examination. Status: Hearing, 3/19.

Number	Primary Sponsor	Title/Latest Status
SB0371	Jacobson	Mandatory well-baby insurance coverage. Status: Returned to Senate.
SB0394	Svrcek	Regulate conduct of utilization reviews of health care services. Status: Returned to Senate.
SB0421	Bianchi	Stay-well incentive program. Status: Referred to Appropriations.
HB0125	Gervais	Establish director of American Indian/Minority achievement. Status: Hearing, 3/5.
HB0232	Clark	Highway patrol disciplinary appeal through collective bargaining. Status: Passed 3rd reading in Senate.
HB0260	Barnhart	Require insurance to cover adopted child from placement and pre-existing conditions. Status: Scheduled for 2nd reading, 3/20.
HB0356	Beck	Change appointment of employee members to Board of Personnel Appeals. Status: Passed 3rd reading in Senate.
HB0388	Stickney	Sex discrimination to include maternity and child birth. Status: Tabled in committee.
HB0389	Gould	Clarify definition of mental and physical handicap. Status: Passed 3rd reading in Senate.
HB0405	Wallin	Extend physician liens to payments due from health service corporations. Status: Hearing, 3/15.
HB0424	Stickney	Mandate gender balance on boards and committees if possible. Status: Passed 3rd reading in Senate.
HB0504	Driscoll	Negotiations to commerce 1 year prior to legislature. Status: Scheduled for 2nd reading, 3/20.
HB0514	Menahan	Pay plan - $1/hour. Status: Under subcommittee review in House Appropriations.
HB0520	Cocchiarella	Increase per diem and lodging expenses for state employees. Status: Hearing, 3/12.
HB0577	Harper	Military leave benefits for employees ordered to active duty. Status: Waiting committee action.

Number	Primary Sponsor	Title/Latest Status
HB0578	Beck, G.	Hazardous duty pay for employees at State Prison and Correction Center. Status: Hearing, 2/15.
HB0643	Squires	Providing employee protections against institutions closure. Status: Hearing, 3/21.
HB0646	Madison	Additional handicapped parking cards for owners of more than one vehicle. Status: Hearing, 3/28.
HB0650	Squires	Employees elected to public office to receive same status upon return. Status: Hearing, 3/19.
HB0734	Phillips	Supplemental Pay for state employees called for active duty. Status: Waiting committee action.
HB0758	Barnhart	Maternity leave for state employees adopting a child under one year old. Status: Passed 3rd reading in Senate.
HB0794	McCulloch	Clarifying definition of a paid holiday. Status: Passed 3rd reading in Senate.
HB0804	Menahan	Provide benefits for riffed employees. Status: Hearing, 3/20.
HB0860	Dowell	Declare state buildings smoke free. Status: Failed 3rd reading in Senate, 24-26.
HB0882	Russell	Indian employment preference. Status: Hearing, 3/21.
HB0936	Rice, J.	Transfer of unused sick leave credits to retirement account. Status: Hearing, 3/12.
HB0945	Bradley	Vacation leave pool for active duty employees. Status: Waiting committee action.

PERSONNEL POLICY UPDATE

The State Personnel Division recently adopted two new policies. The first new policy is 3-0570 Montana Deferred Compensation Program. The second new policy is 3-0560 State Employees Group Insurance Benefits Program. Both of these policies describe the programs and how they are administered. These rules should help employees better understand the programs. These policies were effective as of January 1, 1991.

Policy 3-0125 Grievances has been amended, effective March 29, 1991. The change to this policy helps to clarify that an employee should pursue an informal resolution of a grievance during the same time period required to file a formal grievance. All three of these policy changes will be distributed to all holders of Montana Operating Manual (MOM) volume 3.

For more information about these policy changes, call Jim Edgcomb or Liz Hayden at 444-3871.

HEALTHBEAT

MANAGING YOUR STRESS IN THE "AGE OF ANXIETY"

(This is a two part article. Look for Interpreting the Stress Cycle in next month's Perspectives.)

Envision a black bear in Yellowstone Park. To the experienced outdoorsperson, the bear is a creature to be respected and appreciated at a safe distance. To a six-year-old girl admiring the bear from her parents' automobile, that bear may be a cuddly-looking, fuzzy friend, much like the teddy bear she sleeps with. To the girl's parents, that same bear may be a danger, a threat in spite of the relative safety the family car provides. The outdoorsperson snaps a couple of photos of the bear through a telephoto lens, the child begs to feed and pet the bear, and the anxious parents hastily drive away to seek a park attraction which they view as less threatening.

Anxious Feelings

How you see or interpret your life conditions creates many feelings. One of these feelings may be stress or anxiety.

Although certain life conditions may prompt you to feel stressed or anxious, you need to realize that what happens to you does not produce the feeling of stress or anxiety. Instead, it is how you interpret what happens or what you anticipate will happen that creates the feeling of stress.

In other words, to manage your stress by controlling your thinking, you need to understand that life's experiences in and of themselves do not cause stress; how you interpret them does.

The example of the black bear also suggests that the relationship between interpretations and stress level works both ways. The way you interpret events, situations, things, people, or places affects your stress level. Conversely, your stress level affects the way you interpret events, situations, things, people, and places.

Too Much Stress

Constant or recurring stress contributes to physical diseases, emotional and mental disturbances, interpersonal difficulties and failures, crime and a host of other personal and social ills. In fact, stress characterizes contemporary life so much that the Twentieth Century has been labeled the "Age of Anxiety."

The Stress Cycle

The stress cycle works like this:

(A) You experience an event, person, place, or thing.
(B) You see or interpret the event, person, place, or thing in light of your past experiences with it and your attitudes towards it.
(C) You internally talk to yourself about your present situation (self-talk).
(D) You respond to the event (stress response).

How you respond will range from no stress to extreme stress, depending on your interpretation and the nature of your self-talk. All of this happens very rapidly in some instances and more slowly in others.

Step A: Stressors Difficult situations, or stressors, make up life. Burnt toast, too little rain, a deadline for finishing a report, the demands of caring for and raising children -- these are the kinds of stressors that fill days, weeks, years. Similarly, the importance and number of demands on you, the amount of control you feel you have or don't have over a situation, your frustration tolerance level, and the unfamiliarity and suddenness of a problem also exist as possible stressors. You cannot avoid these external and internal circumstances, nor can you always control them, but your thinking does control how you interpret these events and how you can deal more effectively with them in the future.

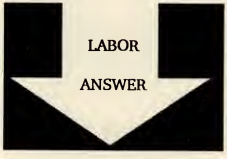
Step B: Interpretation How you interpret any given stressor depends on several variables, such as your previous experience, attitudes, beliefs, and values. If for example, your

past experience with or attitude toward a situation is unpleasant, you may be inclined to interpret a similar future situation as stressful. On the other hand, if your previous experience or attitude is positive, you may perceive a repeat encounter as only moderately stressful or as entirely stress free. Depending on your interpretation of a stressor, you may be stress free at one time, while at another time you may feel stressed from the very same stressor. In addition, your interpretation of the stressor may differ from someone else's because your past experiences differ from everyone else's.

Step C: Self-Talk Your internal mechanism for controlling stress is what mental health professionals call self-talk. Self-talk involves that little voice you hear inside yourself. It's that silent conversation that you carry on with yourself much of the day. It's what you specifically tell yourself about an event; it's a normal internal dialogue that can direct and help you manage your thoughts and thereby determine how you feel about stressors. Simply put, what you tell yourself determines your stress responses.

Step D: Stress Response Stress is one kind of response to external events. If you talk yourself into conjuring up an image of danger or threat to your wellbeing, your body begins preparing for the classic stress response, what's called the fight or flight response. In the Yellowstone Park bear situation, for instance, the outdoorsperson and the child experienced no stress because their interpretation and self-talk produced mental pictures free of danger. The child's parents, on the other hand, engaged in self-talk that etched a threatening image in their minds. They "saw" the bear as danger, told themselves that is posed a danger, and thus chose the flight response.

(Reprinted with permission from Health Update, a Publication of Deaconness Health Information Center, Deaconness Medical Center of Billings, Inc.)



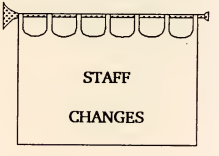
Section 39-31-301, MCA, provides that the Governor or his designated authorized representative shall represent the state in collective bargaining with an exclusive representative. Executive Order #4-90 designates the Labor Relations Bureau Chief as the Chief Negotiator to represent the State of Montana in collective bargaining with representatives of duly certified bargaining units.

Thus, the Labor Relations Bureau staff serve as chief spokespersons in collective bargaining for all executive branch state agencies.

The bureau staff also represents state agencies in various administrative matters, such unit determinations, unit clarifications, and unfair labor practice cases before the Board of Personnel Appeals, as well as grievance arbitration hearings.

Bureau personnel provide training to agency managers and supervisors, and are available for consultation regarding all aspects of labor relations and collective bargaining, including grievance handling, contract administration, strike planning, etc.

If you have any questions regarding the services offered by the Labor Relations Bureau call Steve Johnson, at 444-3871.



Esther Schneiter will move in April from the Classification Bureau to the Employee Relations Bureau. Ms. Schneiter worked in the Classification Bureau for over ten years. In her new job in the Personnel Services Section, Esther will b a personnel policy coordinator. Her phone number will be 444-3794.

I.M.A.G.E. CONFERENCE IN MONTANA ACTION GUARANTEES EQUITY

Equity issues affecting human resource development professionals, public sector officials, educators and private business people will be discussed at the second gender equity conference which will happen in Gt. Falls at the Heritage Inn, June 18 & 19, 1991.

Cost for the two-day conference will be $40 if received by June 1, 1991 and $50 thereafter. Since space is limited, pre-registration will be required.

National speakers and Montana presenters will talk about:

- Workplace diversity
- Myers-Briggss, All Types Are Created Equal
- Pay Equity
- Equity In Management

The conference will also address other gender issues which affect educators, students and interpersonal relationships between men and women.

For more information contact Carol Farris, Gender Equity Coordinator, 444-6570. Individuals wishing to attend the conference should return the completed registration form and make their checks payable to OCHE-IMAGE CONFERENCE.

NAME.....

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Mail registration form and check to:
Carol Farris, Gender Equity Coordinator
Office of the Commissioner of Higher Education
33 South Last Chance Gulch
Helena, MT 59620 2602

PROFESSIONAL DEVELOPMENT CENTER

APRIL CLASSES

Request for Proposal: The Process and Pitfalls

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Requests for Proposals. It will identify when to use the R.F.P. process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring. It will be held April 30, in the Lee Metcalf Building, from 8:30 a.m. to noon. Cost is $45.00.

Achieving Secretarial Excellence

This half-day seminar is designed for secretaries, administrative assistants, and their supervisors who wish to improve their credibility, productivity, and professionalism, and improve the professional image of their organization. It will be conducted in the Lee Metcalf Building, on April 2, from 8:30 a.m. to noon. The cost is $45.

Ethical Issues In Public Service

Ethical Issues in Public Service will benefit government managers at all levels, however, it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. This full day seminar will be held in the Lee Metcalf Building, from 8:30 a.m. to 4:30 p.m., on April 18. Cost is $60.

One-Minute Manager and Meeting for Results

These two popular seminars will be held in Billings on April 19 at the Billings Sheraton Hotel. Meeting for Results will help managers and supervisors diagnose problems with meetings, produce results from meetings, and find creative alternatives to costly meetings. It will be held from 8:00 a.m. to noon. One-Minute Manager, based on the best-selling book by Ken Blanchard and Spencer Johnson, describes a disarmingly simple and effective method of managing work and employees. It will be held from 1:00 p.m. to 4:30 p.m.

Valuing Diversity In the Workplace

This seminar will begin at 8:30 a.m. and end at noon on April 30, in the Lee Metcalf Building. The seminar will benefit anyone who would like a better understanding of the human dynamics that cause problems among people who are different. Cost is $45.

Basics of Management

Another six-part session of Basics of Management will get underway with the pre-assessment at 10:00 a.m., April 18, in the Lee Metcalf Building. This series, although similar to the Essentials of Management, is intended for those who are not now in a leadership position, but have been identified by their supervisor as having supervisory potential. They must be recommended by their supervisor. Cost is $315. Participants are tested prior to the series and again following the series. Those who pass the final examination are awarded a recommendation that this training be accepted as one year of supervisory experience. Classes are scheduled as follows:

April 23	-	The Assignment
May 1	-	The Challenge
May 7	-	The Job
May 15	-	The Staff
May 21	-	The Problems
May 29	-	The Choices
May 30	-	Post Assessment

Anyone desiring more specific information regarding Basics of Management is urged to call Kathy Bartole, at 444-3774.

New Employee Orientation

The "new and improved" quarterly orientation for new employees will be held in the Lee Metcalf Building, April 11 from 9:00 a.m. to noon. This is an opportunity for new state employees to gain knowledge and ask questions about their benefits, rights, and responsibilities. Cost of the orientation is $15.

And Others, Too . . .

The other courses being taught during April are:

* **Managing Change.** April 4, 8:30 a.m. to noon, Lee Metcalf Building. Cost is $45.

* **Attitudes: Getting the Most from Your Work & Life.** April 10, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building. Cost is $60.

* **All Kidding Aside: Preventing Harassment.** April 16, 8:30 a.m. to 4:30 p.m., Holiday Inn, Bozeman. Cost is $60.

* **Working with Difficult People.** April 18, 1:00 p.m. to 4:30 p.m., Lee Metcalf Building. Cost is $45.

* **Project Planning.** April 25, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building. Cost is $60.

* **Fire Me and I'll Sue.** April 25, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

NETWORK MEETING

The Personnel Policy Network will be meeting at 1:30 p.m., on April 2, in Room 130, Mitchell Building. The emphasis of this meeting will be to discuss recent rulings related to the Fair Labor Standards Act (FLSA) and how they affect state employees.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

Kathy Bartole
Marilyn Benjamin
Mark Cress
Jim Edgcomb
Laurie Ekanger
Liz Hayden
Steve Johnson
Gale Kuglin
Sheri Parsons
Bev Pickett

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Jim Edgcomb at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

TRAINING CALENDAR

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
April 1	Achieving Secretarial Excellence (a.m.) 2	POM 5 Ethics 3	Managing Change 4	5
8	POM 6 Synthesis 9	Attitudes 10	New Emp Orientation 11	12
15	EOM Leading 16 Prev. Harssmnt – Bzmn	Ethical Issues 17 EOM Organizing	BOM Pre-Test 18 Working w/ Diff. People (pm)	Mtngs for Results & One-Min Mgr 19 Billings
22	BOM Assignment 23	EOM Delegating 24	Project Planning 25 Fire Me & I'll Sue	26
29	Valuing Diversity 30 RFP Process	May 1 BOM Challenge	EOM Measuring 2 Delicate Balance-Billings	3
6	BOM Job 7	EOM Controlling 8	Telephone Presence 9 Conducting PA Interviews	10
How Bosses Can Better Burnout - Bozeman 13	How Bosses Can Better Burnout - Butte 14	BOM Staff 15 Pre-Retirement - Great Falls	EOM Protecting 16	17
20	BOM Problems 21 Attitudes (Glasgow)	EOM Synthesis 22 Attitudes (Havre)	Balancing Work & Family (Great Falls) 23 Marketing In Public Sector	24
MEMORIAL DAY 27	POM 1 Projects 28	BOM Choices 29	BOM Post Test 30 Documenting Discipl. Action Employment References	31
June 3	POM 2 Teams 4	Boosting Personal Prod. 5 New Empl. Orientation	POM 3 Budgets 6 Performance Stds & Appr.	7
10	Delicate Balance 11	Handling Grievances 12 POM 4 Information	Media Relations 13 Documenting / References - Miles City	14
17	POM 5 Ethics 18 Approaching Supervision	19	20 Effective Presentations	21
24	POM 6 Synthesis 25	Laughing Matters 26 Pre-Retirement - Helena	Fire Me - Missoula 27	28 *Camper's Retirement Roast*

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Volume XI, Number 1 April 1991

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BENEFITS COUNCIL TO WRESTLE WITH GAP BETWEEN PROJECTED COSTS AND PROPOSED INCREASES

The employee pay bill includes a $20 per employee per month increase in FY92 and a $20 increase in FY93. This places the state contribution per employee per month at $170 for FY92 (a 13.3% increase) and at $190 for FY93 (an additional 11.8% increase).

These large increases in the state contribution will not completely fund the medical claims costs projected for the biennium and maintain the recommended reserve level. As indicated below, medical cost increases continue to be a problem.

The state is self-insured for health and dental benefits. All the revenues go into a trust fund from which claims are paid.

For the 1990 benefit year, over $27,000,000 was expended on medical, dental and life insurance benefits for employees and retirees. The

The bulk of this ($22,000,000) went directly into medical claims payments. Employees and retirees received an average of $147.15 per month in medical claims payments for themselves and their dependents.

This benefit year's increase in medical claims costs was slowed somewhat because of benefit changes made this year to control costs. With these savings, total benefit costs (including dental claims, life insurance premiums, and administration costs) are projected at $28,600,000. Revenues, on the other hand, are expected to total $27,700,000 meaning we are continuing to spend more than we take in from all sources including interest earnings.

In the coming two years the plan must move to a pay-as-we go basis because there will no longer be old excess reserves to cushion cost increases. Medical claims costs are projected to increase 15% each year, resulting in total projected benefit costs of $33,100,000 in FY92 and $38,300,000 in FY93. The portion of these costs for other than medical claims (life, dental, and administration) are expected to increase negligibly if at all.

An increase of $20 per employee per month in FY92 and $20 in FY93 will leave a gap of $6,800,000 for the biennium if costs increase as projected.

To keep the plan fiscally sound, these shortfalls must be funded through an increase in dependent premiums, equivalent amounts of benefits cut, or other creative cost saving measures or some combination of measures. These are the decisions that the State Employee Group Benefits Council will be wrestling with at its upcoming meeting and over the next two years.

For the coming year, the council plans to recommend that benefit changes and premiums be kept at a minimum. Staff resources are devoted to converting the insurance computer system to an on-line system. During this time, a comprehensive employee opinion survey is planned in cooperation with MPEA and ICCW for use in longer term planning.

For information about employee benefits, call Joyce Brown, chief, Employee Benefits Bureau, 444-2553.

GOVERNOR RECOGNIZES EMPLOYEES' OUTSTANDING PERFORMANCE AND DEDICATION

■ Governor Stan Stephens proclaimed Tuesday, May 7 as State Employee Recognition Day. In honor of outstanding efforts, dedication and performance, the governor presented awards to 41 state employees at a ceremony in the Capitol Rotunda. Other scheduled speakers were Russ Ritter, Helena's mayor; Phillip Johnson, president of Helena's Chamber of Commerce, and David Fuller, chairman of the Lewis and Clark County Commissioners.

Employee Recognition Day not only highlights exemplary performance, but it increases the public's awareness about the diversity of skills that employees bring to state jobs.

The Governor's Awards Ceremony on May 7 was the result of coordinated efforts between state government, local businesses and the Helena Chamber of Commerce. As it did last year, the Chamber of Commerce hosted a reception for those attending the awards ceremony.

State agencies selected one or two employees to be honored with the governor's award, depending on the total number of staff employed by the agency. This year's award winners were chosen based on a variety of accomplishments and contributions. Some of these include:

* Significant achievements that have resulted in outstanding productivity or financial savings;

* Illustrating exceptional managerial, organizational or com-

munication skills while working on a specific project or continuously during a long work history with an agency;

- performance that has improved or enhanced an agency's public image because it is prompt and courteous beyond typical standards or expectations;

- efforts that are the result of exceptionally creative or innovative ideas that have helped accomplish an agency's mission, and

- work performance that has provided an agency with state or national recognition because of the exceptional nature of a product, service or achievement.

Nearly every state agency was represented by one or two employees who received the Governor's Award for Excellence on May 7.

A number of departments arranged celebrations, ceremonies or activities for their staff during the week of May 6 - 10. Some honor the year-long efforts of all public employees and others especially recognize the recipient of the governor's award. Individual agency activities related to Employee Recognition Day will be highlighted in future issues of Personnel Perspectives.

The following is a list of the 1991 recipients of the Governor's Award for Excellence in Performance.

Department	Employee
Administration	Mark Cress
Administration	Rich Fabiano
Agriculture	Laszlo Torma
Clerk of Supreme Court	Joni Holliday
Commerce	Gail A. Brockbank
Commerce	David C. Cole
DNRC	Keith Kerbel
DNRC	Nancee Miller
Family Services	Bea Lunda
Family Services	Betty Petek
FW&P	Gary E. Burke
FW&P	John J. Fraley
Governor's Office	Marilyn Miller
Health	Carol Fox
Health	Jim Hughes
Highways	Marcia I. Ala
Highways	Daniel D. Williams
Institutions	Debbie Powers
Institutions	Kathleen Quinn
Justice	Mark Brady
Justice	Lois Menzies
Labor	Kim Capps
Labor	Peggy McMahon
Library	Gerry Daumiller
Livestock	Marc Bridges
Livestock	Jonne Shearman
Military Affairs	Stan Munson
Montana Arts Council	Bill Pratt
OPI	Rose Frisbee
OPI	June Miller
Revenue	Cleo Anderson
Revenue	Spencer Huether
Secretary of State	Rose Ann Crawford
SRS	Randy Mockel
SRS	Ken Christensen
State Auditor	J. Dennis Sheehy
State Fund	Dave Watt
State Fund	Carla Smith
State Lands	Jim Gragg
State Lands	Tim Murphy
Supreme Court	Karen Sedlock

For information about Employee Recognition Day or about the Governor's Awards for Excellence in Performance, call Liz Hayden, 444-3789, mornings.

■ You receive a call from an ex-employee who worked for your agency. The employee indicates that she has been in the military, was discharged two months ago, and now wants to be rehired. You find out that the employee quit her job four years ago and went into the military two weeks later. Are you under any obligation to rehire the veteran?

AFFIRMATIVE ACTION PLANS PROFILE GOVERNMENT WORKFORCE

■ The Affirmative Action (AA) Plans are a detailed process completed once every two years. Calendar year end 1990 is a maintenance year for the current 1990-91 AA Plans. In January EEO/Applicant Flow

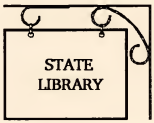
Reports were sent to departments to review and update the written AA Plans. The table below is a profile of the state's workforce. It compares 1989 to the year end 1990:

EEO PROFILE OF THE STATEWIDE WORKFORCE

Includes Permanent/Temporary and Full Time/Part Time
Compares June 30, 1989 to December 31, 1990

EEO Category	Total Number 89	90	% Female 89	90	% Minorities 89	90	% Disabled 89	90
A - Administrators & Officials	698	801	20.9	25.6	3.0	2.0	3.3	2.9
B - Professionals	3,107	3,505	41.5	42.1	2.6	2.9	3.8	3.7
C - Technicians	2,093	2,070	51.7	55.4	3.1	3.1	2.5	2.6
D - Protective Services	639	655	9.5	9.8	2.0	2.3	1.4	1.4
E - Para Professional	910	911	59.6	62.0	4.6	5.6	2.7	2.7
F - Clerical	1,618	1,723	88.6	87.1	2.8	2.9	1.7	1.6
G - Skilled Craft	777	851	4.5	4.6	4.8	4.3	3.9	2.6
H - Service & Maintenance	729	514	33.3	36.0	2.5	4.3	2.3	2.5
STATE TOTAL	10,571	11,030	45.7	47.0	3.0	3.2	2.8	2.7

Additional information analyzes applicant flow regarding application and selection rates based on EEO categories. To obtain those statistics or information about Affirmative Action Plans, call Linda Davis, EEO and Policy Coordinator, 444-3796.



NEED AN ANSWER? CHECK THE STATE LIBRARY

■ The State Library provides library materials and reference services to state employees and to the general public. A number of new books have been added to the Library's collections and cover topics such as nutrition, choosing environmentally safe products, computer programs and problem solving, job-hunting guides, wellness programs, and leadership training.

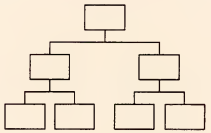
Several new books are annotated here. Others will be included in future issues of the Montana Personnel Perspectives. For additional information about these books or the library's services, call Darlene, Kathy, or Vicki at 444-3004.

Title: The Art of the Leader.
Author: Cohen, William A.

Call Number: 658.4092 COHEN
Annotation: Though leadership is a rare quality, Dr. William A. Cohen, a West Point graduate with an MBA from the University of Chicago, believes that anyone -- regardless of his or her position -- can become a leader by following the practical methods in this book. Armed with these techniques, you will be able to get others to perform far beyond even their own expectations, and lead them to accomplish virtually any task, objective, or project you set your sights on.

Title: The Encyclopedia of Group Activities: 150 Practical Designs for Successful Facilitating.
Call Number: R 302.14 ENCY GR
Annotation: Add substance to your workshops and seminars with this delightful new collection of group activities. It gives you 150 creative ways to help group members: become better acquainted, increase self and group-awareness, clarify assumptions and values, communicate more openly, work through problems, practice skill development, increase transfer of learning, and more.

Title: The Encyclopedia of Icebreakers: Structured Activities That Warm-up, Motivate, Challenge, Acquaint and Energize.
Author: Forbess-Greene, Sue.
Call Number: R302.14 ENCY IC
Annotation: This comprehensive encyclopedia contains hundreds of designs that will provide just the right "pick-me-up" for any workshop, conference, course or training program. These designs let you begin sessions with impact, acquaint participants with one another in a comfortable manner, re-energize group members during "low" periods, enhance receptivity to new concepts and skills, and foster a greater investment in the group itself.



STAFF CHANGES

■ Pam Niklas has been hired on a temporary basis by the **Classification Bureau** as a Personnel Technician to assist with the Benchmark Factoring Method (BFM) project. Her phone number is 444-3808.

* * *

Staff changes have occurred in the **Employee Benefits Bureau** which was recently reorganized. Contact names, position responsibilities and phone numbers are listed below.

Operations Section

Sheri Parsons, Operations Section Supervisor - Ms. Parsons will be working on development of the new "on-line" computer system and a new insurance manual. She will be reviewing the procedures and forms currently in use by the Group Benefits Plan for possible updates. She will also conduct the benefits orientation for new employees and training sessions for payroll clerks.

Ms. Parsons was with the Montana Development Center and has ten years of experience in payroll. Her phone number is 444-3887.

Kathy Battershell, Program Assistant - Ms. Battershell now is employed part-time. She provides information related to benefits for retirees and legislators and related to life insurance. She also processes all requests for previous coverage credit and evidence of insurability waivers. Her phone number is 444-3947.

Tina Peterson, Program Assistant - Ms. Peterson processes insurance enrollment forms, change of status forms, refund requests, 580 Reports, master edit listings, self-pay transmittals and answers questions related to COBRA employees. She also coordinates the State Incentive Awards Program. Her phone number is 444-3663.

NOTE: All staff listed above are available to answer questions regarding eligibility, enrollment and general benefits questions: Premium Payment Plan - Annual Change Period - Covered Services.

Cathy Mason, Administrative Officer, has been reassigned from the Employee Benefits Bureau to the Labor Relations Bureau. She will be responsible for employee compensation research and development and review of pay exceptions along with other duties. The responsibility for the deferred compensation and incentive awards programs will remain with the Employee Benefits Bureau.

■ This veteran is probably entitled to her previous position or another position. Under the Veterans' Reemployment Rights Statute codified at 38 USC Chapter 43 Section 2021 et seq., any person who satisfactorily completes military training and service must be restored to the previous position or to a position of like seniority, status and pay.

Under the law, the veteran who wishes to return to work must:

* satisfactorily complete military training and service (honorable discharge), and have a certificate evidencing satisfactory service (such as a DD 214); and,

* make an application to the pre-service employer for reemployment within 90 days after being released from service or from hospitalization that continues after discharge for not more than one year.

The right to reemployment is also conditioned on:

* the veteran's "qualifications" to perform the duties of the position in question. If the veteran is no longer qualified to perform pre-service duties because of a service connected disability, the veteran must be hired in a position for which she or he is qualified to perform and that provides similar seniority, status and pay, or the nearest approximation that is consistent with the veteran's circumstances;

* the position that the veteran left to enter military service must have been "other than a temporary position";

* the veteran's intent when leaving the previous position must have been to perform military training or service;

* the employer's circumstances must not have changed so that it is impossible or unreasonable to reemploy the veteran. Under most circumstances, an argument under this condition will not apply to positions in state government; and,

* the veteran's total active duty service may not exceed four years and the total active duty service of a veteran who serves at the request and for the convenience of the Federal Government cannot exceed five years.

The employer is under certain obligations:

* The position offered must be made on the basis of accumulated seniority or the position the veteran would have held if the employment relationship had not been interrupted by military service;

* reinstatement must be reasonably prompt. While there are no specific guidelines in the statute, case law suggests that it should generally be no more than one month and sooner if possible; and,

* the employee cannot be discharged without cause for one year.

The reemployment rights of veterans are administered by the U.S. Department of Labor. For more detailed information or interpretation of statutes concerning the rights of veterans or the responsibilities of the employer, call Jim Edgcomb, 444-3886 or Dan Antonietti, Director for Veterans Employment and Training Service, at 449-5451.

DEVELOPMENT OF BENCHMARK FACTORING METHOD NEARLY COMPLETE

■ The Classification Bureau is continuing work on developing new job evaluation methods and procedures. The method is

called Benchmark Factoring Method (BFM). For the past few weeks the Bureau has been working with several agencies in testing new class standards and the procedures associated with the new method. Benchmark descriptions, which are a key element of the new method, have been written for 160 positions.

The development effort is scheduled to be completed by May 1. At that time the moratorium on classification actions will end. The manuals and other documents associated with the new method will be distributed to personnel officers when they are ready.

For additional information, call John McEwen, Chief, Classification Bureau, 444-3894.

BARRIER AWARENESS WEEK

MAY 6-10, 1991

■ On May 6, 1991, Governor Stephens proclaimed the week of May 6th as Barrier Awareness Week for the State of Montana. The goal of the week was be to make people more aware of the physical, social and attitudinal barriers encountered by people with disabilities.

Agencies were encouraged to participate in activities that increased awareness about the barriers confronting people with disabilities.

The Governor's Committee on Employment of Persons with Disabilities (GCEPD) encouraged managers to create a situation for a day, such as working from a wheelchair, that allowed an individual to directly experience the problems that confront employees with a disability.

Managers and supervisors were encouraged to talk with employees in the workplace to become more aware of the barriers that must be confronted by people with disabilities.

In addition, the Professional Development Center is scheduling a special Windmills class on May 14, from 8:30 a.m. to noon. The cost will be $15.

If you need further information, please call Jim Edgcomb, State Personnel Division, at 444-3886.

PUBLICATION SUMMARIZES PRIVACY AND RIGHT TO KNOW

■ The Professional Development Center has published a comprehensive summary of cases involving the right of privacy and the right to know in Montana.

Compiled by John Moore, PDC Director, the 40-page booklet provides a roundup of 40 Montana Supreme Court decisions and 28 Attorney General opinions. Some decisions preceded the adoption of the 1972 state constitution, but most of the cases and all of the opinions came after 1972. The cases focus on the constitutional right of privacy and right to know, as well as the laws concerning public records and open meetings.

Entitled "Privacy and the Right to Know: Montana Cases and Considerations," the booklet is available by calling Marilyn Benjamin at 444-3985. A charge of $3 is assessed to cover printing and mailing costs.

Mr. Moore has conducted seminars on these issues for the past six years. You may learn more about his seminar, "A Delicate Balance: Privacy and the Right to Know," by contacting the Professional Development Center at 444-3985.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

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John McEwen
John Moore
Bev Pickett
Esther Schneiter

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Esther Schneiter at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER MAY CLASSES

DOCUMENTING DISCIPLINARY ACTION

■ "If it isn't written down, it didn't happen." That is one of the basic principles of documenting disciplinary actions. There are many other logical and legal steps that must be followed during disciplinary actions and this half-day seminar provides the answers. It will be conducted in the Yellowstone Room, Lee Metcalf Building, on May 30 from 8:30 a.m. to noon. Cost is $45.

GIVING AND GETTING JOB REFERENCES

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to obtain. Employers have legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the issues involved in responding to and obtaining reference checks. Participants will learn about the legal environment and gain an understanding of safe reference practices. The seminar will be conducted in the Yellowstone Room, Lee Metcalf Building, on May 30 from 1:00 to 4:00 p.m. Cost is $60.

MARKETING IN THE PUBLIC SECTOR

Government offers a wide array of services and information to a variety of "clients," including taxpayers, service recipients, employees and other government agencies. Frequently, though, we fail to get the message across that these services are available or information about what they consist of. This course adapts proven marketing techniques to the public sector, emphasizing solid "advertising" without the Madison Avenue hype. It is appropriate for anyone in a position to direct the way activities, programs, or projects are presented to the public. This course will be held in the Yellowstone Room, Lee Metcalf Building, on May 23 from 8:30 a.m. to 4:30 p.m. Cost is $60.

HOW BOSSES CAN GET THE BETTER OF BURNOUT

"The most important step a company can take to rescue victims of burnout and help prevent it in others, is to change from lean and mean to lean and NOT mean." This quote from Brian Dunmain illustrates this course's focus on how organizations can decrease and prevent stress and burnout in their work environment. It is designed for supervisors and policy-makers, but all employees faced with increased workload and decreased resources will benefit from becoming more aware of stress, burnout, and their prevention. This course will be offered in Bozeman on May 13 at the Holiday Inn and Butte on May 14 at the Butte Plaza Inn from 1:00 p.m. to 4:30 p.m. each day. The cost is $45.

ATTITUDES: GETTING THE THE MOST FROM YOUR WORK AND LIFE

This day-long seminar is aimed at helping individuals get the most from work and life. It addresses personal development and characteristics that help or interfere with that process. The seminar will be presented on May 21 in Glasgow at the Cottonwood Inn and May 22 in Havre at the LeHavre Inn from 8:30 a.m. to 4:30 p.m. each day. Cost is $65 and the instructor will be James Burgess of Professional Resources, a consulting firm in Helena.

MANAGEMENT DEVELOPMENT PROGRAM

Three in-depth management courses are offered by the Professional Development Center. **Basics of Management** is our introductory series for employees wanting to begin their management training. **Essentials of Management** is a coordinated curriculum of courses designed for people who supervise people. **Principles of Upper Management** is designed for mid- and upper-managers in government aimed at the broader perspective on management of programs and projects. Each of these courses is offered once per quarter. Please call us if you want more information.

WINDMILLS

This half-day seminar is intended to increase awareness about frustrations and obstacles that disabled people may face in the workplace. It will be presented in the Lee Metcalf Building, May 14, 8:30 a.m. to noon. Cost is $15. This class is being offered in conjunction with Barrier Awareness Week.

And Others, Too . . .

Other courses being taught during May include:

- Pre-retirement Planning. May 15 and 16 in Great Falls at the Sheraton Inn, 8:30 a.m. to 4:30 p.m., both days. Cost is $55. Spouses free.
- Balancing Work and Family. May 23, 1:00 p.m. to 4:30 p.m., Great Falls, Sheraton Inn. Cost is $45.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749.

You may also register by calling 444-3985.

NEW EMPLOYEE ORIENTATION

New Employee Orientation has been restructured in order to better meet the needs of recently hired state government employees.

The orientation class will be offered twice per quarter so that the classes will be smaller and more time will be available to answer employee's individual questions. Steve Yeakel, Chief of Staff of the Governor's Office will present opening remarks.

Representatives from Classification, Benefits, Public Employees Retirement System, Policy, EEO Section, and the Professional Development Center will present an overview of their area and answer questions. As a wrap-up, a tour of the State Library will be conducted.

The next New Employee Orientation will be held in the Glacier Room of the Lee Metcalf Building (DNRC) at 9:00 a.m. until noon on Wednesday, June 11, 1991.

The cost of New Employee Orientation will remain at $15. Register early because the class fills up quickly.

Call Marilyn Benjamin at 444-3985 to register employees for the class.

PROFESSIONAL DEVELOPMENT CENTER

MAY AND JUNE CLASSES

		May 1	2	3
			Delicate Balance-Billings	
6	7	8 *AIDS Awareness*	Telephone Presence 9 Conducting PA Interviews	10
How Bosses Can 13 Better Burnout - Bozeman	How Bosses Can 14 Better Burnout - Butte	15 Pre-Retirement - Great Falls	16	17
SBAS Intermediate 20 (full day)	Attitudes (Glasgow) 21 SBAS Year-End (1/2 day)	22 Attitudes (Havre)	Balancing Work & Family 23 (Great Falls) Marketing in Public Sector	24
27 MEMORIAL DAY	28	29	Doc Discipl. Action 30 Employment References	31

Professional Development Center

June 3	4	Boosting Personal Prod. 5 New Empl. Orientation	6 Performance Stds & Appr.	7
10	Delicate Balance 11	Handling Grievances 12	Media Relations 13 Documenting / References - Miles City	14
17	18 Approaching Supervision	19 Effective Presentations	20	21
24	25	Laughing Matters 26 Pre-Retirement - Helena	Fire Me - Missoula 27	28

LEGISLATIVE UPDATE

1991

52ND LEGISLATIVE SESSION

SALARY INCREASES AVERAGE 12.9% FOR BIENNIUM

Governor Stan Stephens signed the state employee pay bill on April 29. The bill includes a flat rate pay raise of $.60 in fiscal year 1992 and $.45 in fiscal year 1993 and also establishes a market-based open range pay structure.

The market-based open range structure is based on recommendations from the Interim Commission on State Employee Compensation. This market-based, open range system sets pay ranges for state employees based on what other employers are paying for similar jobs. Each pay range includes an entry salary, a market salary and a maximum salary. There will no longer be any steps. New employees hired after June 30 will be hired at the new entry rate. Employees hired before July 1 will be eligible for a salary increase.

During the next biennium, there will be three salary increases. The first and largest increase will be effective the first full pay period of July, 1991. (Salaries will be increased beginning July 13 and will affect employee's August 7th pay check.) This first increase will consist of a 60 cents per hour raise and a market-based progression raise.

First, 60 cents per hour is added to the employee's current base salary and then a progression raise is calculated. The progression raise is 1/8 of 1% for every full percentage the new base salary is below the market salary for the assigned grade.

For example, an employee whose salary after the 60 cent raise is 84% of the market salary for their grade will receive 16 times 1/8% which equals 2% of their base salary as a progression raise in addition to the 60 cents. Approximately 93% of employees will be eligible for a progression raise.

The average total raise (60 cents plus a progression raise) for all employees during FY 92 is 7.4%.

The next raise, effective the first full pay period of July 1992, is 25 cents per hour plus a progression raise. The progression raise is calculated after adding 45 cents per hour to the 1991 base salary and is equal to 1/8 of 1% for each full percentage the employee's salary is below the market salary for their grade. The progression raise and the flat rate of 25 cents per hour are added to the 1991 base salary.

The final raise, effective the first full pay period of January 1993 will be a flat rate raise of 20 cents per hour.

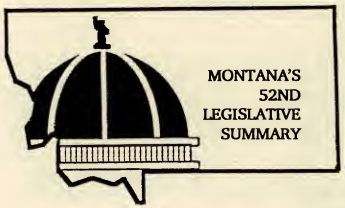
The average total salary increase for both years of the biennium is 12.9%.

In addition to the salary increases, the state will also increase its contribution to the benefit plan by $20 per month per year. This brings the state's share up to $170 per month the first year and $190 per month the second year.

The longevity increase remains approximately the same. Since the new pay matrix does not have any steps, longevity will be determined by a new formula. Longevity is the greater of $10 per month or .9% (.009) of the new base salary for every 5 years of service.

Longevity is added to the salary after the other raises are calculated.

If you have questions, call Cathy Mason, Labor Relations Bureau, at 444-3871.



The first list that follows includes personnel-related legislation transmitted to the governor on or before May 8. The governor has 25 days from the date of receipt to sign or veto a bill.

The second list is a summary of personnel-related bills signed by the governor on or before May 8.

For additional information about a specific bill, call the State Personnel Division, Personnel Services Section, 444-3871.

» » » » » » » » « « « « « « « «

Transmitted to Governor
By May 8, 1991

Bill Number	Date Received	Short Title
HB0758	05/03	Parental leave for adoptive parents and birth fathers.
HB0803	05/03	Protect employees and communities from effects of closures and layoffs.
HB0804	05/03	Providing benefits for employees terminated through a reduction in force.
HB0846	05/03	Allow public inspection of bids and proposals for privatization of services.
HB0857	05/03	Privatization disclosure and accountability.

» » » » » » » » « « « « « « « «

Signed by Governor
By May 8, 1991

Bill Number	Date Received	Short Title
HB0011	02/08	Repealing sunset provision for veterans' employment preference.
HB0052	02/05	Clarifying provisions of teachers' retirement system.
HB0110	04/24	Allow blood/urine testing of comm'l carriers employees and applicants.
HB0140	03/06	Require state employee to notify supervisor of job offer by regulated person.
HB0152	04/29	Revise state minimum wage law to conform with federal law.
HB0158	04/02	Revising retirement fund investment.

Bill Number	Date Received	Short Title
HB0205	03/07	Revise formula for transfer of service credits between PERS and teachers' retirement.
HB0232	04/02	Highway patrol disciplinary appeal through collective bargaining.
HB0242	03/06	Allowing terminated employees to enter into contracts with the state.
HB0243	02/22	Abolishing sick leave fund advisory council. Transferring function to state employee group benefit advisory council.
HB0323	03/06	Changing eligibility and benefit provisions for PERS disability retirement.
HB0356	04/04	Change appointment of employee members to board of personnel appeals.
HB0373	03/06	Revision to allow employees to withdraw contributions from PERS by request.
HB0389	04/04	Amend handicap discrimination definitions to conform to federal law.
HB0424	04/02	To mandate gender balance on boards and committees if possible.
HB0480	03/27	Include town employees among those public employees allowed military leave.
HB0509	05/03	Pay plan adjustments requested by the governor for state employees.
HB0520	04/25	Increasing per diem and lodging expenses for state employees.
HB0650	04/30	Employees elected to public office to receive same status upon return.
HB0678	04/25	Revise law relating to state motor pool use.
HB0769	03/28	Clarifying continued PERS membership for employees who terminate employment.
HB0794	04/04	Clarifying the definition of a paid holiday.
HB0860	04/26	Declare state buildings smoke-free.
HB0875	04/20	Requiring organized labor representation on the benefits advisory council.
HB0882	04/24	Indian employment preference for state agencies and projects on reservations.
HJ0050	05/02	Joint resolution to study the state's public employee retirement system.
SB0078	03/06	Establish Martin Luther King, Jr. day as state holiday instead of heritage day.

Bill Number	Date Received	Short Title
SB0231	04/05	Revise public employee work limitations.
SB0301	05/03	To allow former legislators to remain members of the state's group health plan.

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

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Helena, Montana 59620

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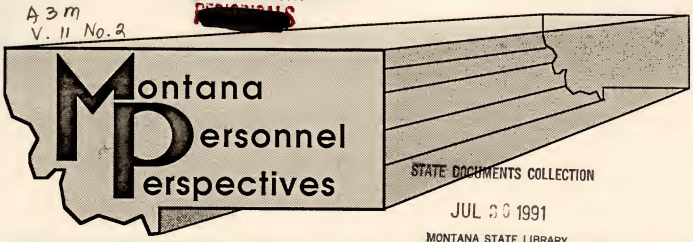

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ROUTE TO: 06/05/91
DxC X PW ✓
BC ✓
BP-R ✓
VT ✓
RETURN TO: DS

PAY RULES SCHEDULED TO BE ISSUE JUNE 19

A draft of the new pay plan rules was distributed to personnel officers May 16. As provided by HB 509, the rules implement an open range, market-based pay plan. A follow-up meeting was held May 30. Comments were received at that time.

The new pay rules are tentatively scheduled to be issued by June 19. Employees will receive a flyer detailing the new pay system with their pay checks or receipts on June 26. The new pay range includes an entry, market, and maximum salary for each grade (see next page). The pay rules discuss individual salary increases for the next biennium.

Salaries for employees who have received pay exceptions prior to July 1 will be calculated using the same formula in the pay rules.

The pay rules grant an increase to salaries beginning the first full pay period after July 1, 1991. This means that incumbents will realize an increase in the check they receive on August 7 (based on the pay period beginning July 13). Employees new to state government on July 1 will be paid according to the new pay schedule beginning that date.

For additional information about the pay plan rules, call Cathy Mason, 444-3849, or Mark Cress, 444-3927.

STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL DIVISION

05/15/91

FY 92 PAY PLAN - ANNUAL
STATEWIDE PAY PLAN (60)
(excludes insurance)

GRADE	ENTRY	MARKET	MAXIMUM
1	8,426	9,913	11,662
2	9,077	10,704	12,623
3	9,777	11,557	13,661
4	10,536	12,484	14,792
5	11,385	13,522	16,060
6	12,303	14,647	17,438
7	13,289	15,858	18,924
8	14,404	17,230	20,610
9	15,596	18,701	22,424
10	16,916	20,332	24,438
11	18,353	22,112	26,641
12	19,946	24,090	29,095
13	21,674	26,240	31,768
14	23,588	28,626	34,740
15	25,694	31,258	38,027
16	28,044	34,200	41,707
17	30,665	37,488	45,829
18	33,555	41,122	50,395
19	36,793	45,201	55,530
20	40,406	49,761	61,282
21	44,421	54,841	67,705
22	48,906	60,527	74,909
23	53,965	66,954	83,069
24	59,645	74,185	92,269
25	65,930	82,206	102,500

STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL DIVISION

05/15/91

FY 92 PAY PLAN - HOURLY
STATEWIDE PAY PLAN (60)
(excludes insurance)

GRADE	ENTRY	MARKET	MAXIMUM
1	4.051	4.766	5.607
2	4.364	5.146	6.069
3	4.700	5.556	6.568
4	5.065	6.002	7.112
5	5.474	6.501	7.721
6	5.915	7.042	8.383
7	6.389	7.624	9.098
8	6.925	8.284	9.909
9	7.498	8.991	10.781
10	8.133	9.775	11.749
11	8.824	10.631	12.808
12	9.589	11.582	13.988
13	10.420	12.615	15.273
14	11.340	13.763	16.702
15	12.353	15.028	18.282
16	13.483	16.442	20.052
17	14.743	18.023	22.033
18	16.132	19.770	24.229
19	17.689	21.731	26.697
20	19.426	23.924	29.462
21	21.356	26.366	32.551
22	23.513	29.100	36.014
23	25.945	32.189	39.937
24	28.675	35.666	44.360
25	31.697	39.522	49.279

STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL DIVISION

05/15/91

FY 93 PAY PLAN - ANNUAL
STATEWIDE PAY PLAN (60)
(excludes insurance)

GRADE	ENTRY	MARKET	MAXIMUM
1	8,679	10,210	12,011
2	9,349	11,025	13,001
3	10,070	11,903	14,070
4	10,852	12,858	15,235
5	11,727	13,927	16,540
6	12,672	15,086	17,960
7	13,688	16,334	19,492
8	14,836	17,747	21,229
9	16,064	19,262	23,097
10	17,424	20,942	25,170
11	18,904	22,775	27,439
12	20,545	24,812	29,965
13	22,325	27,027	32,719
14	24,295	29,485	35,784
15	26,465	32,196	39,168
16	28,885	35,226	42,959
17	31,585	38,613	47,205
18	34,562	42,355	51,906
19	37,897	46,557	57,196
20	41,618	51,254	63,121
21	45,754	56,487	69,738
22	50,373	62,343	77,157
23	55,584	68,963	85,562
24	61,434	76,410	95,036
25	67,907	84,673	105,578

STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL DIVISION

05/15/91

FY 93 PAY PLAN - HOURLY
STATEWIDE PAY PLAN (60)
(excludes insurance)

GRADE	ENTRY	MARKET	MAXIMUM
1	4.173	4.909	5.775
2	4.495	5.300	6.251
3	4.841	5.723	6.764
4	5.217	6.182	7.324
5	5.638	6.696	7.952
6	6.092	7.253	8.634
7	6.581	7.853	9.371
8	7.133	8.532	10.206
9	7.723	9.261	11.104
10	8.377	10.068	12.101
11	9.088	10.950	13.192
12	9.877	11.929	14.406
13	10.733	12.994	15.730
14	11.680	14.175	17.204
15	12.723	15.479	18.831
16	13.887	16.936	20.653
17	15.185	18.564	22.695
18	16.616	20.363	24.955
19	18.220	22.383	27.498
20	20.009	24.641	30.347
21	21.997	27.157	33.528
22	24.218	29.973	37.095
23	26.723	33.155	41.136
24	29.536	36.736	45.690
25	32.648	40.708	50.759

GOVERNOR STEPHENS AND JAMES WALTHER HONORED

■ Governor Stan Stephens and James Walther, Chief/Materials Engineer, Materials Bureau, Department of Highways were honored at a special ceremony sponsored by the Helena Chapter of Business and Professional Women (BPW).

The Helena Chapter held its first Employer of the Year Program and Award Presentation May 8. The awards are given to employers who display responsiveness to the needs of women employees. There are two categories, public sector and private sector, and established criteria for the selections. Extensive interviews with the nominees and their employees were conducted.

Other nominees were: Gary Amestoy, Administrator, Reclamation Division, Department of State Lands; Ralph Anderson, Owner/Businessman, Capital Ford; Kristin Bakula, Executive Director, Montana Advocacy Program; Gayle Jabs, Insurance Agent, State Farm Insurance; Bill Lannan, Executive Director, Montana Guaranteed Student Loan Program, and Karen Northey, Executive Director, Florence Crittendon Home.

Governor Stephens received the Special Appreciation Award. He was nominated by Julia Robinson, director of the Department of Social and Rehabilitation Services. Ms. Robinson was the guest speaker and highlighted key points for women to be successful in the workplace and move into leadership roles. (See related article, page 5.)

Because of Governor Stephens' efforts, the Interdepartmental Coordinating Committee for Women (ICCW) has been reinstated. The goal of ICCW is to promote the full participation of women at all levels of state government.

During the governor's administration, Montana has seen the appointment of many women into leadership positions.

Through the Legislative process, Montana saw the signing of the Gender Equity Bill and a package called Health Care for Montanans which directly addresses dependent care issues.

James Walther, Department of Highways, was selected as the public sector Employer of the Year. Mr. Walther has been with the department since February 1990. Before being employed in Montana, he worked for the Utah Department of Highways.

Mr. Walther was nominated by Barbara Anderson, Materials/Certification Supervisor. He was recognized for his efforts to provide training opportunities to his employees; to encourage cross-training in all areas, particularly the nontraditional areas for women, and for promoting a woman into a position which traditionally was held by a man. The position required extensive knowledge of materials used in the construction of highways, sampling and testing procedures and a certification requirement. Mr. Walther's encouragement, coaching and support made this possible.

Karen Northey, Florence Crittendon Home, was selected as private sector Employer of the Year.

For more information about the awards program, call Linda Davis at 444-3796. If you would like information about the Business and Professional Women program, call Barb Kain, Personnel Officer, Department of Administration at 444-4613.

STATE EMPLOYMENT APPLICATION REVISED

■ The Montana State Employment Application form has been updated. The Recruitment Procedures Task Force worked on the major revisions and these

were reviewed by all state personnel officers.

Task force members are Pam Wintrode, Department of Labor and Industry; Jean Bond, Department of Highways; Barb Kain, Department of Administration; Rick Harden, Department of Social and Rehabilitation Service; Barb Charlton, Department of Commerce; Gary Willis, Department of State Lands; Karlene Leonard, Helena Job Service and Linda Davis, Department of Administration.

The new form will be easier to complete and screen.

The following list includes changes by page number. Also, see reproductions of pages 2 through 5 on the next page.

Page 1 -- Clearer instructions to applicants on photocopied applications; reasonable accommodation and employment preference information moved to the top; signature and date moved to this page; the falsification/misrepresentation statement, which is part of the signature section, is simplified; the "agency use only" section is now on the right side of the page.

Page 2 -- New format for sections dealing with college and other schools or training courses; additional space for licenses and special skills sections; "number of years" added to apprenticeship and to skilled craft jobs section.

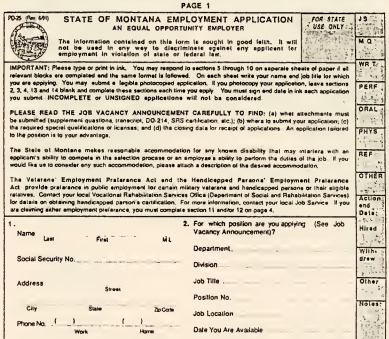
Page 3 -- Clearer instructions to applicants; removed inquiry about "Highest Salary" and replaced it with "Total Time Employed"; moved "Your Job Title" section.

Page 4 -- The Veterans' and Handicapped Persons' Employment Preference are now two separate sections; added a new section which allows departments to make applicant's name, address and phone number available for other similar state positions.

Page 5 -- Divided page into sections for reference purposes; added and changed the recruitment sources, Section 15; added new veteran status, "Veteran of Persian Gulf War"; arranged the race/ethnicity section in alphabetical order; added the state input code to sections for ease in entering data to the Applicant Flow On-Line System.

The Additional Employment Experience Form PD-30 also was reformatted to match the changes on page 3.

The new state applications will be available to state departments from Central Stores by the end of June. If you have any questions about the changes, call Linda Davis at 444-3796.



PAGE 1

PD-25 (Rev. 5/91)

STATE OF MONTANA EMPLOYMENT APPLICATION
AN EQUAL OPPORTUNITY EMPLOYER

FOR STATE USE ONLY

JS
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ORAL
PHYS
REF
OTHER
Action and Date:
Hired
Withdrew
Other
Notes:

The information contained on this form is sought in good faith. It will not be used in any way to discriminate against any applicant for employment in violation of state or federal law.

IMPORTANT: Please type or print in ink. You may respond to sections 5 through 10 on separate sheets of paper if all relevant blocks are completed and the same format is followed. On each sheet write your name and job title for which you are applying. You may submit a legible photocopied application. If you photocopy your application, leave sections 2, 3, 4, 13 and 14 blank and complete these sections each time you apply. You must sign and date in ink each application you submit. INCOMPLETE or UNSIGNED applications will not be considered.

PLEASE READ THE JOB VACANCY ANNOUNCEMENT CAREFULLY TO FIND: (a) what attachments must be submitted (supplement questions, transcript, DD-214, SRS certification, etc.); (b) where to submit your application; (c) the required special qualifications or licenses; and (d) the closing date for receipt of applications. An application tailored to the position is to your advantage.

The State of Montana makes reasonable accommodation for any known disability that may interfere with an applicant's ability to compete in the selection process or an employee's ability to perform the duties of the job. If you would like us to consider any such accommodation, please attach a description of the desired accommodation.

The Veterans' Employment Preference Act and the Handicapped Persons' Employment Preference Act provide preference in public employment for certain military veterans and handicapped persons or their eligible relatives. Contact your local Vocational Rehabilitation Services Office (Department of Social and Rehabilitation Services) for details on obtaining handicapped person's certification. For more information, contact your local Job Service. If you are claiming either employment preference, you must complete section 11 and/or 12 on page 4.

1. Name (Last, First, M.I.)

Social Security No.

Address (Street)

City, State, Zip Code

Phone No. ( ) (Work) ( ) (Home)

2. For which position are you applying (See Job Vacancy Announcement)?

Department

Division

Job Title

Position No.

Job Location

Date You Are Available

3. If required for this position (see Job Vacancy Announcement), do you have:

Valid driver's license? ☐ Yes ☐ No Commercial driver's license? ☐ Yes ☐ No

If commercial, specify: Type ____ Class ____ Hazardous Material ____ Tank ____ Airbrakes ____

Are you willing to accept: ☐ Seasonal? Dates available: _____ to _____

☐ Temporary (9mos. or less)? Dates available: _____ to _____

4. My signature below certifies that all information on this and all attached pages (checked below) is true, correct and complete to the best of my knowledge and contains no willful falsifications or misrepresentations. Falsifications or misrepresentations may disqualify me from consideration for employment with the State of Montana or, if hired, may be grounds for termination at a later date. Employers may be contacted as references. In the spaces below, I have checked attachments, including those required in the job vacancy announcement.

☐ Supplement Questions ☐ Transcript ☐ DD-214 ☐ SRS Certification
☐ Additional Employment Experience ☐ Typing/Text-key Certification ☐ Other (specify)

SIGNATURE: _____ DATE SIGNED: _____

PAGE 2

5. EDUCATION

High School Name and Address:

Received Diploma or Equivalency Certificate? ☐ Yes ☐ No If "No", enter Highest grade completed _____.

College or University Name and Location	Dates Attended	Credits Earned	Received (BA,BS, ect)	Degree Date	Major Field	Minor Field

Other Schools or Training Courses (which help you qualify) Name and Location	Dates Attended	Did you complete?	Title/Description of Course	Total Hours

6. List current Professional Licenses, Registrations, or Certifications (engineering, medical, CPA, etc.)

Licensing Agency Name and Location	Type of License	Endorsement/Restriction (if applicable)	Date Licensed

7. If applying for skilled craft jobs, are you a recognized journey level worker? ☐ Yes ☐ No

If "Yes," what apprenticeship? Number of years?

8. Special skills - Check the skills you possess. Specify speed/errors where requested.

☐ Typing _____/_____ ☐ Data Entry _____/_____ ☐ Ten-Key ☐ Legal Terminology ☐ Medical Terminology ☐ Other

☐ Computer Programming Languages (specify)

☐ Computer Software

9. Equipment - List types of equipment you can operate and specify name or model you have used (e.g., word processor, computers, etc.)

PAGE 3

10. EXPERIENCE: Begin with your present or most recent job and list your work experience with emphasis on experience that is relevant to the position for which you are applying. Include military service and any volunteer work experience that would help you qualify. List each promotion as a separate position. Use Additional Employment Experience forms (PD 30) as necessary. You may respond to this section on a separate sheet of paper if all questions in the blocks are answered and the same format is followed. On each sheet, write your name and job title for which you are applying.

This information must be completed even if a resumé is submitted.

Notice to applicants: Information that you provide on this application is subject to verification. Previous employers may be contacted as references. Do you want to be interviewed before we contact your present employer? ☐ YES ☐ NO

Name & Complete Address of Employer

Type of Business_____

Dates Employed _____/_____ to _____/_____

Your Job Title

Avg. Hrs. Per Week _____ Total Time Employed _____ Years _____ Months

Immediate Supervisor (s) ( ) Phone No. ☐ Full-time ☐ Part-time ☐ Volunteer

Describe your duties in detail (knowledge, skills, abilities required, employees supervised, accomplishments)

Reason for Leaving:

Name & Complete Address of Employer

Type or Business_____

Dates Employed _____/_____ to _____/_____

Your Job Title

Avg. Hrs. Per Week _____ Total Time Employed _____ Years _____ Months

Immediate Supervisor (s) ( ) Phone No. ☐ Full time ☐ Part-time ☐ Volunteer

Describe your duties in detail (knowledge, skills, abilities required, employees supervised, accomplishments)

Reason for Leaving:

PAGE 4

If you are claiming preference under the Veterans' Employment Preference Act or Handicapped Persons' Employment Preference Act, complete the following:

11. Veterans' Employment Preference provides the addition of 5% points or 10% points to the applicant's score when a numerically scored selection procedure is used. To claim Veterans' Employment Preference you must be a U.S. citizen and (check one of the boxes below):

☐ A Veteran, if
1. you have been separated under honorable conditions,
AND
2. you have served more than 180 consecutive days of active duty other than for training in the Army, Air Force, Navy, Marines, or Coast Guard (not including National Guard or Reserves).

☐ A Disabled Veteran, if
1. you have been separated under honorable conditions from active duty,
AND
2. you have an established Armed Forces, service-connected disability OR are receiving compensation, disability retirement benefits, or pension from the U.S. Department of Veterans Affairs or military department, OR you have received a Purple Heart.

☐ The spouse of a disabled veteran if the veteran's disability prevents him/her from working.

☐ The unremarried surviving spouse of a veteran or disabled veteran.

☐ The mother of a veteran, if
1. THE VETERAN lost his or her life under honorable conditions while serving in the Armed Forces, OR THE VETERAN has a service-connected, permanent, and total disability,
AND
2. YOUR HUSBAND is totally and permanently disabled, OR YOU are the unremarried widow of the father of the veteran.

12. To claim Handicapped Persons' Employment Preference you must be (check one of the boxes below):

☐ A handicapped person certified by SRS, or

☐ The spouse of a totally (100%) disabled person certified by SRS

If you checked one of the above boxes for Handicapped Persons' Employment Preference Act:

Are you a Montana resident? ☐ YES ☐ NO If "YES," date residency established _____

13. Would you like your name, address and phone number made available for other similar state positions?

☐ YES ☐ NO

There is no guarantee that this information will be made available. Your agreement makes sharing this information possible without violating your right to privacy as an applicant.

AGENCY USE

PAGE 5

APPLICANT SURVEY

Title VII of the U.S. Civil Rights Act requires the State of Montana to "make and keep records relevant to the determinations of whether unlawful employment practices have been or are being committed." This is also a requirement of the Montana Human Rights Act. The following survey helps to fulfill these requirements.

This applicant survey will be separated from your application. The survey information will be kept confidential, used only for computerized statistical reports and other lawful uses. Analysis of the information you and others provide will be used to monitor recruitment and selection practices in state government.

14.

Name_____ Social Security Number _____

Job Applied For:
Department _____ Position No. _____ Closing Date_____

Job Title _____ Location _____

15. How did you first learn of this position? (State Code)

☐ (A) Newspaper ad ☐ (D) Professional Publication
☐ (B) A friend/employee ☐ (E) Female, minority, or disabled persons organization
☐ (C) Posted in State Building ☐ (F) Other (specify)_____

16. ☐ (M) Male ☐ (F) Female Date of Birth (month/day/year): _____ / _____ / _____

17. RACE/ETHNICITY (State Code)
Please check the one box that best describes your race/ethnicity:

☐ (I) AMERICAN INDIAN or ALASKAN NATIVE
A person having origins in any of the original peoples of North America who maintains cultural identification through tribal affiliation or community recognition.

☐ (A) ASIAN or PACIFIC ISLANDER
A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes for example, China, India, Japan, Korea, the Philippines, and Samoa.

☐ (B) BLACK (not of Hispanic origin)
A person having origins in one of the black racial groups of Africa.

☐ (S) SPANISH (Hispanic)
A person having origins in Mexican, Puerto Rican, Cuban, Central or South American or other Spanish Culture, regardless of race.

☐ (W) WHITE (not of Hispanic origin) A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

18. VETERAN or DISABILITY STATUS (State Code Y=Yes N=No)

Disabled: ☐ Yes ☐ No
If "YES," check any major disability you have:
☐ hearing impairment
☐ mobility impairment
☐ other
☐ visual impairment
☐ mental impairment
☐ multiple disabilities

Check the one box that best describes your veteran status:
☐ (A) Disabled Vietnam Era Veteran ☐ (D) Vietnam Era Veteran ☐ (G) Veteran of the Persian Gulf War
☐ (B) Disabled Veteran of Other Campaign/War Era ☐ (E) Veteran of Other Campaign/War Era
☐ (C) Other Disabled Veteran ☐ (F) Other Veteran

Check the one box that best describes your status as a preference eligible relative (see Item 11, page 4):
☐ (H) A spouse of a disabled veteran ☐ (J) Mother of a veteran
☐ (K) Unremarried surviving spouse of a veteran or disabled veteran ☐ (L) Spouse of totally (100%) disabled person

Do you have certification from the Department of Social & Rehabilitation Services for Handicapped Persons' Employment Preference? ☐ Yes ☐ No

STATE EMPLOYEE GROUP BENEFITS ADVISORY COUNCIL RECOMMENDS BENEFIT/PREMIUM CHANGES FOR THE 1992 PLAN YEAR

■ At a May 7 meeting, the State Employee Group Benefits Advisory Council reviewed projected claims costs and revenues for the coming year and identified changes in benefits and premiums needed to keep the state's health and dental plans fiscally sound.

The council's task was made considerably easier by legislative approval of a $20 per employee per month increase in state contribution for each fiscal year of the biennium.

This higher (13 percent) increase in state contribution per year will still not cover projected increases in medical claims costs of 15 percent per year. The council's objectives for the 1992 benefit year were to make the fewest possible changes to keep up with cost inflation.

The recommended 1992 changes follow, including a description of their impact on the competitive position of Montana employee benefits with respect to surrounding states.

1992 Benefit Changes

1. Increase the annual deductible from $175 to $200 per member with a family maximum of $600.

   This increase is consistent with national trends. Nationally, the average health plan deductible is now $200.

2. Increase the allowable annual charges to which the co-payment is applied from $2,500 per member/$5,000 per family to $3,000 per member/$6,000 per family. The co-payment is currently 25 percent and will remain unchanged.

   This change increases the Out-of-pocket maximum including both co-payment and deductible from $800 per member/$1,775 per family to $925 per member/$2,100 per family. These new maximums continue to be lower than those of 9 out of 12 surrounding states reported in the 1990 salary survey.

3. Increase employees' monthly contribution toward dependent coverage which will result in the following changes in out-of-pocket costs:

	FROM	TO	DIFF.
Employee & spouse	$55	$69	$14
Employee & child(ren)	$31	$40	$09
Full Family	$67	$84	$17

   These new employee contributions continue to be lower than those of eight out of twelve surrounding states. Employee contributions for full family coverage in the eight higher states range from $90 to $265 per month.

4. Limit dental reimbursements for crowns, inlays, onlays and gold and porcelain fillings to $1,500 per year.

   This recommendation was made because the state dental plan is one of the few plans which lacks an annual limit on covered dental services.

Benefit changes will be printed and distributed with employee benefit statements and other annual change period information in June.

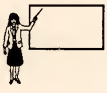
Long Term Plans

Long term plans include an extensive employee survey to be conducted this year in cooperation with the Interdepartmental Coordinating Committee for Women (ICCW) and Montana Public Employees Association (MPEA) to identify employees' preferences for various benefit options. Depending on employee interest, benefit changes for 1993 may include flexible spending accounts and health plan options which will allow employees to choose between a

basic plan and lower premiums or a richer plan and higher premiums.

For information about the state's benefit plan, call Joyce Brown, 444-2553.

WOMEN MOVING TOWARD LEADERSHIP MUST ASSESS PROFESSIONAL AND PERSONAL SKILLS



(Note: The following is an excerpt from a speech presented by Julia Robinson, Director of the Department of Social and Rehabilitation Services at the Employer of the Year Ceremony in May. The ceremony was sponsored by the Helena Chapter of Business and Professional Women (BPW).)

■ At this year's Employer of the Year Ceremony, guest speaker Julia Robinson highlighted key activities for women who seek leadership roles.

Identify strengths and weaknesses -- First, know yourself. This means doing an inventory of professional and personal strengths and weaknesses. Such an inventory allows you to identify areas or duties in which you may need assistance or will want to identify resources in advance.

Volunteer for special projects -- Knowing your strengths also allows you to identify special projects where you can excel and may want to volunteer. These projects enable you to exhibit your skills, provide an opportunity to work with people other than your traditional work group, and greatly expand your knowledge base. Conversely, nothing hurts you more than volunteering for extra work and then not successfully following through.

Attend training offered by your organization and others -- Most organizations offer training that can provide the basics about an organization's functions, such as special budgeting or personnel rules. Often, individuals do not take advantage of such training because they fear it will appear that they don't understand the material or because they feel they don't have the time. Training in areas in which you already have knowledge or experience may help you learn about an organization's culture. You will get to know other employees in a different setting from their traditional job site. In addition, it teaches about an agency's approach to specific issues.

Ask for assistance -- No one is expected to know everything. Managers, however, are expected to know how to get a right answer. It is deadly in politics to answer a question incorrectly. It is always better to say, "I'll have to find out and get back to you." And then do it.

Establish personal credibility -- Personal credibility is sometimes difficult for women to establish, but easy to lose. This is especially true for women in politics because the public is not used to women in leadership roles. The foundation of personal credibility lies in being prepared, on time, accurate, honest and positive. While these qualities seem fairly simple, in the world of politics where there are many sides and many different agendas, they are not always easy to sustain.

How do we approach the future? -- There are two things all women need to think about as we become successful. First, I believe those who are successful have an obligation to provide positive role models and improve the workplace for those who follow.

Second, and most important, we should emphasize the distinct traits that women bring to the workplace. It is important to cultivate and value these traits, particularly skills in communication and coalition building.

EXECUTIVE DIRECTOR NAMED FOR GCEPD

■ Jim Edgcomb was introduced as executive director to The Governor's Committee on Employment of People with Disabilities (GCEPD) on April 26. Jim is employed by the State Personnel Division as an EEO/Policy Coordinator. Other topics on the agenda included the annual disability conference,

barrier awareness week, and developing a speakers bureau.

GCEPD is exploring ways that it may work with the Montana Independent Living Project to increase participation in state government during Barrier Awareness Week.

The 1991 Disability Employment Conference will take place on October 24 in Billings. Also, GCEPD may expand a speakers bureau that provides speakers to groups who want more information about employing people with disabilities and about the work of GCEPD in general.

For more information about the Governor's Committee on Employment of People with Disabilities, call Jim Edgcomb, State Personnel Division, at 444-3886.

CHARITABLE FEDERATIONS SELECTED FOR SECC

■ The Employee Steering Committee selected several charitable federations that will participate in the 1991 State Employees' Combined Campaign (SECC). Applications from two new United Way organizations and a new statewide federation are under review. Others are still being considered and a final decision will be made at the end of May. Last year all United Way organizations, Combined Health Appeal of Montana and Montana Community Shares participated in the SECC.

Jane Hamman, from the Governor's Office and also the newest committee member, was introduced at the May 8 meeting.

The new reconciliation procedures for this year's campaign include an audit that will be conducted by volunteers from the participating federations. In the past, members of the steering committee conducted the weekly audits.

Committee members were assigned to various subcommittees to work on projects such as the brochure, video, contribution form, and general campaign promotional activities.

If you have any comments or questions, or are interested in participating in this year's campaign as a volunteer, call Jim Edgcomb, State Personnel Division, at 444-3794.

STAFF CHANGES

■ Kathy Bartole recently was promoted to senior management trainer with the PDC. She has been employed as a trainer with the program for the past one and one-half years. Ms. Bartole's phone number is 444-3774.

Karen Dimmitt has been hired temporarily as a part-time assistant to the Benefits Bureau, State Personnel Division. Ms. Dimmitt is a returning State Personnel Division employee, and will be working 1 p.m. to 5 p.m. daily. Her phone number is 444-3871.

CAMPER RETIRES FROM PDC

John Camper, senior management trainer for the Professional Development Center (PDC), retires June 28. He has been employed by the PDC for eight years and was the program director from 1988 to 1990. Mr. Camper will continue to manage Camper Communications, specializing in staff development and management training for hospitals and banks.

PROFESSIONAL DEVELOPMENT CENTER

JUNE CLASSES

LAUGHING MATTERS: HUMOR IN THE WORKPLACE

■ "Life is too serious to be taken seriously," said Oscar Wilde. Humor is vital to good health, both physical and mental, but it's easy to lose sight of that fact. Bureaucratic life seems to put a premium on seriousness, and the result is often stressful. It is possible to be professional without being ponderous. Work can (and should) be fun. This half-day seminar will take a light-hearted look at the lighter side --what humor is, its benefits, and how to make it work at work. It will be conducted in the **Glacier Room, Lee Metcalf Building, on June 26 from 8:30 a.m. to noon. Cost is $45.**

DOCUMENTING DISCIPLINARY ACTION

"If it isn't written down, it didn't happen." That is one of the basic principles of documenting disciplinary actions and most supervisors and managers know that. There are many other logical and legal steps that must be followed during disciplinary actions and this half-day seminar provides the answers. It will be conducted in **Miles City at Miles Community College, June 13 from 8:30 a.m. to noon. Cost is $45.**

GIVING AND GETTING JOB REFERENCES

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Employers have legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the "ins and outs" of obtaining and providing references. Participants will learn about the legal environment and gain an understanding of safe reference practices. The class will be conducted in **Miles City at Miles Community College, June 13 from 1 p.m. to 4:30 p.m. Cost is $45.**

HANDLING EMPLOYEE GRIEVANCES

Your employee files a grievance because of a decision you made. How do you feel? Angry at this personal attack? Fearful it will be a black mark on your leadership record? If so, you are not alone. Grievances are not necessarily bad, but they can be handled badly. This full-day seminar will help identify skills and attitudes that can help you handle grievances more productively and with less stress. This course will be held in the **Yellowstone Room, Lee Metcalf Building, on June 12 from 8:30 a.m. to 4:30 p.m. Cost is $60.**

MEDIA RELATIONS

This day-long seminar is intended for anyone who has contact with the press. It addresses the rights and responsibilities of working with the press and includes a video recorded press interview. It will be presented in the **Glacier Room of the Lee Metcalf Building, June 13 from 8:30 a.m. to 4:30 p.m. Cost is $65.** John Camper is the instructor.

PRE-RETIREMENT PLANNING

This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental, and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. It will be held in the **Coach House East in Helena on June 26 and 27. Cost is $55 for those covered under the Public Employee's Retirement System and $90 for all others.** Spouses are urged to attend, at no cost, with the employee.

BOOSTING PERSONAL PRODUCTIVITY

This half-day seminar addresses the issues of organization and time planning for people in all fields and in all jobs. It will be presented by Jim Burgess of Professional Resources, a management consulting firm. The class will be held in **Helena, June 5, from 8:30 to noon. Cost is $45.**

And Others, Too . . .

The other courses being taught during June are:

- **New Employee Orientation.** June 5, 9 a.m. to noon. Lee Metcalf Building, Helena. Cost is $15.
- **Performance Standards and Appraisal** June 6, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.
- A Delicate Balance: Privacy and the Right to Know. June 11, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.
- Approaching Supervision. June 18, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.
- Effective Presentation. June 19, 20, and 21. Lee Metcalf Building, Helena. Cost is $60.
- Fire Me and I'll Sue. June 27, Missoula at the Village Red Lion. 8:30 a.m. to 4:30 p.m. Cost is $60.

Anyone desiring further information about these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749.

You may also register by calling 444-3985.

SOME NO-NOS FOR YOUR TALK

Here are some no-nos for your next presentation:

- **Don't** apologize. Don't say, "I don't want to bore you with statistics, but . . ." This will just about guarantee that the audience will be bored.

- **Don't** number things unless you're sure you're going to remember to include each number. People become annoyed when you skip a number.

- **Don't be** afraid to use sentence fragments. Incomplete sentences can be effective in speeches.

- **Don't be** reluctant to use your librarian. Company and public librarians can save you lots of time.

- **Don't forget** to place a second copy of the speech or speech notes in a different place. If your briefcase is lost, you can use the one packed with your clothes.

- **Don't forget** to find out who else is speaking. Do your homework to see if other speakers will be covering the same information.

(Source: Jerry Tarver, Speechwriter's Newsletter, Lawrence Ragan Communications Inc., 407 S. Dearborn St., Chicago, IL 60605.)

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Bev Pickett

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Esther Schneiter at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

JUNE CALENDAR

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Professional Development Center

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Montana Personnel Perspectives

Montana Personnel Perspectives

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ROUTE TO:

RETURN TO:

RULES FOR SALARIED EMPLOYEES PROPOSED

Rules governing leave administration for salaried employees have been proposed by the Department of Administration.

A public hearing to receive comments on the rules will begin at 12:15 p.m. on July 9 in Room 136, Mitchell Building (the State Personnel Division conference room). Written comments may be sent to State Personnel Division Administrator Laurie Ekanger until July 15.

The changes involve amendment of rules currently found in the Exempt Compensatory Time Policy and the adoption of three new rules. The title of the Exempt Compensatory Time Policy will change to "Leave Administration for Salaried Employees."

Under the new rules, state employees designated as salaried would not have their salaries reduced or have to use accumulated leave for absences from work of than less than one day. During a salaried employees regular work schedule, as defined in the policy, employees would no longer earn exempt compensatory time for hours in excess of 40 in a workweek. Exempt compensatory time only would accrue for hours worked by a salaried employee outside the regular work schedule.

Salaried employees would be required to keep adequate time records and to seek approval to take time off.

Management would be able to recognize salaried employees who work an extraordinary schedule by providing discretionary leave with pay and, in rare circumstances, cash compensation in lieu of discretionary leave.

The changes are necessary to meet recent federal interpretations of the Fair Labor Standards Act (FLSA) pertaining to exempt employees (executive, administrative and professional), and defining under what circumstances an employee is or is not paid on a salary basis. The proposed changes clarify which employees are salaried, and therefore exempt from the requirements of the FLSA. The changes apply the U.S. Department of Labor definitions of salaried employees to employees in state government.

Copies of the proposed changes have been distributed to directors, personnel officers, agency legal staff and unions.

For further information, call Mark Cress or Gale Kuglin, 444-3871.

STATE AGENCIES SHARE EMPLOYEE RECOGNITION PROGRAMS

■ On State Employee Recognition Day, employees received the Governor's Award for Excellence for outstanding efforts, dedication and performance. In addition to participating in the Governor's Award ceremony, many state departments honor their employees throughout the year.

These departments have shared ideas for recognizing employees for special efforts as well as their year-round dedication and commitment as state employees. An on-going feature in the Montana Personnel Perspectives will highlight department employee recognition programs and provide information about the Governor's Award for Excellence in Performance. For additional information about the Governor's Awards program, call Liz Hayden, State Personnel Division, 444-3789, mornings.

Fish, Wildlife and Parks

The Department of Fish, Wildlife and Parks (FWP) created the Director's Award two years ago.

Supervisors and administrators nominate individuals, one from each division and region, by forwarding a letter of nomination to the Department Awards Committee.

This committee is appointed by the director's office and is composed of the division administrator of Conservation Education, the personnel officer, and the regional supervisor.

The nominations are reviewed and ranked according to the same criteria used for the Governor's Award for Excellence in Performance. The names of the two top-ranked individuals are sent to the director for approval. They become the department's recipients of the annual Governor's Award.

Each of the fifteen nominees receives the Director's Award and a plaque. All names are included on a group plaque which is displayed in the lobby of the headquarters building in Helena. A luncheon is held in their honor, attended by the Fish and Game Commission and the governor. Additionally, the recipients' names appear in their local papers and their letters of nomination are a permanent part of the personnel file.

FWP also recognizes employees on the basis of longevity. Formal awards and gifts, such as tie tacks, brooches, and watch bands are presented at 1, 10, 20, and 30 years of service. In addition, individuals with 20 or 30 years of service receive a plaque composed of a letter of commendation and a picture of the award recipient, the commission chairman and the department director.

The department plans to implement an additional employee award program based on recognition and nomination by peers. For additional information call FWP Personnel Officer Doug Denler, 444-1371.

NEW BENCHMARK FACTORING METHOD BEING LAUNCHED

■ The State Personnel Division Classification Bureau is implementing a new methodology, the Benchmark Factoring Method (BFM), to classify positions in state government. The Benchmark Factoring Method is used to place positions in grades and classes on the basis of their duties, responsibilities, knowledge, skill, and ability requirements. These are evaluated in terms of five principle factors, some of which have more than one element. Numerical values are assigned to the factor levels and the total is translated to a grade within the 25 grade matrix.

This new methodology evolved from work begun in 1984 which addressed the need to modernize the classification system. At that time a point factoring method, generally recognized as the best kind of job evaluation method, was proposed. A point factoring method is not only more objective, but is easier to use, explain and understand. The Benchmark Factoring Method is a point factoring methodology that changes the classification system from a qualitative to a quantitative system.

The Benchmark Factoring Method has two components, the factors and the class standards.

The factors are: Nature of Work, which includes the elements of Complexity, Working Conditions and the minimum Knowledge, Skills and Abilities Required; Management and Supervision of Others, which includes the elements of Supervisory Complexity and the Size of the Organizational Unit; Supervision Received; Scope and Effect of Actions and Decisions and Personal Contacts.

The class standards contain two basic elements: the class series discussion and the benchmark description. These documents guide the classifier to the correct occupational grouping for the type of work performed and to the correct factor applications. These documents and their use will be discussed in a later article.

Application of the standards requires more than just a mechanical matching of specific words and phrases with the position. It requires consideration of the degree of each factor level and selection of the level that best reflects the nature of the work of the position under review.

Classifying positions using BFM is a comparative process. Choosing a factor level for a position is a process of comparing the predominate duties of the position under review to the factor description and to the benchmark position(s) which reflect that level. The factor level descriptions are not intended to stand alone.

Articles on the individual factors and the class standards will be coming in the months ahead.

For further information, call Jim Stiffler at 444-3854.

LABOR RELATIONS NEWS

■ Negotiations are continuing between the state and various unions representing state workers, over contracts covering the 1991-1993 biennium.

The State Labor Relations Bureau reports that approximately 34 tentative agreements have been reached thus far. New contracts have been ratified by the members of four bargaining units.

According to state law, contracts must be ratified before bargaining unit employees are eligible to receive the pay increase passed by the legislature, which is the largest since 198[illegible]

If you have any questions, please contact the Labor Relations Bureau at 444-3871.

HOW TO TAKE A MENTALLY HEALTHY VACATION

■ "Getting away from it all" and leaving the demands of everyday life behind for a period of time is necessary for good mental health. To make the most of your vacations, here's what some leading mental health professionals advise about taking vacations:

- Take short vacations - the more vacations and long weekends you can take the better; they tend to be less costly and provide more flexibility.
- Taking a vacation away from home brings a greater sense of freedom than the same amount of time spent at home.
- Plan your vacation; talk the trip over with the family members to find out everyone's interests.
- Experiment and try new adventures.
- Deal with vacations realistically; don't look to them as a solution to your problems or expect overnight changes in family members.
- The best locations come from knowing what you like and selecting activities to match your needs.
- If you can't take a trip away from home, then consider staying home to give yourself a break.
- Not taking vacations can result in psychologically caused accidents, increased tension and lower productivity in the workplace.

The most mentally healthy aspect of vacations is the release of pressure, rather than the duration. So no matter where you go on vacation, what you choose to do or how long you stay, make sure it's a mental health vacation . . . one that lets your sense of self expand.

(From the Mental Health Association of Colorado.)

STATE EMPLOYEES LEARN ABOUT BARRIERS

■ State employees recently learned about many workplace barriers disabled persons contend with every day. During Barrier Awareness Week employees had the opportunity to experience the variety of obstacles existing in the work place by adopting a disability, such as using a wheelchair, participating in discussions, or by attending the Windmills training program.

Dennis Iverson, director of the Department of Health and Environmental Sciences, plus one other agency employee agreed to spend the day in a wheelchair. One result of their experience was the remodeling of restrooms on the first floor of the Cogswell Building to make them more accessible to the disabled. The agency is also conducting a general assessment of the building to determine what other barriers should be eliminated.

Several employees in the Department of State Lands volunteered for a one-hour period in a wheelchair. As a result, a drinking cup dispenser is being installed on the first floor and restrooms on the top floor are being remodeled to become accessible.

Employees at the Department of Justice were given the opportunity to take turns using a wheelchair, ear covers or eye patches. Administrators at the Department of Social and Rehabilitation Services received a presentation on the Americans with Disabilities Act and attended a reception for the Montana Telecommunications Committee for the Telephone Handicapped. Employees at the Department of Commerce had the opportunity to view a video dealing with disabled people in the work

place and discuss problems that they have encountered.

Employees from several agencies attended a Windmills training session. The Windmills program is a half-day seminar intended to increase awareness about the obstacles that disabled people may face in the workplace. It also attempts to reduce attitudinal barriers that prevent people with disabilities from obtaining meaningful employment or advancing beyond entry-level positions.

If you have questions about Barrier Awareness Week or if you want to arrange a Windmills training session for your agency, call Jim Edgcomb at 444-3886.

FINAL SELECTION MADE FOR SECC

■ The Employee Steering Committee made the final selection of the federations that will participate in the 1991 State Employees' Combined Campaign (SECC). Included in this year's SECC will be the Combined Health Appeal of Montana, Montana Community Shares, and all of the local United Ways. New this year will be the United Way of Anaconda/Deer Lodge County and National United Service Agencies (NUSA). NUSA is a national federation which represents a large variety of charitable agencies. In the SECC they will represent five of their member agencies.

Work has begun on a variety of projects for this year's campaign, including a new contribution form, brochure and video. The committee is recruiting volunteers to help with the campaign. Each agency needs a coordinator to be responsible for the campaign throughout the agency. Agency solicitors will also be needed to hand out materials and collect contributions.

For additional information, call Jim Edgcomb or Esther Schneiter, 444-3871.

JULY HOLIDAYS

Independence Day
Thursday, July 4

Heritage Day
Friday, July 5

ONE TON OF RECYCLED PAPER

■ One ton of recycled paper . . .

- Saves approximately 17 trees.
- Saves enough energy to power the average home for six months.
- Keeps almost 60 pounds of effluents out of the air.
- Is produced in a cleaner, less toxic process than non-recycled paper.
- Eliminates three cubic-yards of landfill material and reduces the need for more landfills.
- Saves 7,000 gallons of water.
- Turns "trash" into valuable resources, protecting natural resources from being wasted.
- Saves taxpayers' money on waste disposal.

Source: Conservatree Paper Company

SUN SMART

■ You've heard it before. The sun is not good for your skin. It's true. Every year thousands of Americans are found to have some form of skin cancer. Most of these cancers need not have happened and sensible precautions could have prevented them. Although tanning should not be encouraged, some individuals will seek a tan regardless of the warnings. Hence a few words of caution.

Safety Tips

The safest way to tan is to do so gradually and to use an appropriate sunscreen. Gradual exposure permits optimal pro-

duction of the browning pigment, "melanin" to take effect. This protects somewhat against sunburn as it migrates to the skin's surface where it is visible as a tan. Gradual exposure also helps thicken the outer layer of the skin. This in turn serves to protect the easily damaged skin layers from harmful sun rays.

Whether you burn or tan depends on a number of factors, including skin type, time of year, and the amount of sun exposure you have received recently. The skin's susceptibility to burning has been classified on a six point scale, as seen in the following table.

TYPE I - (extremely sensitive), always burns, never tans
TYPE II - (very sensitive), burns easily, tans minimally
TYPE III - (sensitive), sometimes burns, gradually tans
TYPE IV - (minimally sensitive), burns rarely, always tans
TYPE V - (not sensitive), seldom burns, always tans, medium to heavy pigmentation
TYPE VI - (not sensitive), never burns, tans darkly, very heavy pigmentation

Selecting a Sunscreen

You should select a sunscreen to provide protection according to your particular skin type, your location, and the length of time you spend in the sun. Types I & II should use a protection with a SPF Sun Protection Factor of 15 or greater. Individuals with less sensitivity can use sunscreens with lower numbers (i.e. 8-15 SPF) when exposed to the sun.

Though the newer sunscreens are more resistent to perspiration and water, they still should be reapplied frequently during peak sun hours or after swimming. Don't forget your lips, nose, ears, and the tops of your feet -- sensitive skin needs even more protection! And don't be fooled -- even on a cloudy day, 70-80% of the sun's damaging ultraviolet rays reach the earth.

The use of an effective sunscreen or sunblock may help to reduce your chances of premature aging, wrinkling and skin cancer. But even with sunscreen protection, no one should stay in the sun for long periods. Avoid direct exposure between 10 a.m. and 3 p.m. when the sun's rays are the strongest.

Sunlight is one of life's greatest pleasures. It perks up our spirits and can actually provide therapeutic and psychological benefits. Just be sun smart and sun safe and you'll be able to enjoy it for years to come.

(From "Healthful Tips," St. Vincent Hospital and Health Care Center.)

PROFESSIONAL DEVELOPMENT CENTER

JULY CLASSES

SELECTION SERIES

■ The prospect of hiring a new employee can be exciting -- but also frightening. Questions abound: What are the legal aspects of hiring? What procedures should I use? How do I get the word out? How can I choose the few to interview? What's the best interview process? How do I go about getting references? How do I com-

pare the finalists? What hiring preferences apply -- and how should I apply them? This series will help you find answers to the questions. You may attend any number of the courses in the series or attend all five sessions for a fee of $200.

Selection & the Law: Identifies and describes Equal Opportunity requirements, theories of discrimination; establishes validity and reliability in the selection process. This half-day session will be held **Tuesday, July 9** from 1:00 - 4:30 p.m. Lee Metcalf Building, Helena. Cost is $45.

Job Analysis & Selection Planning - Simplifies the how-to's of job analysis; describes a method of determining minimum qualifications; identifies selection methods and how to plan for their appropriate use. This full-day session will be held **Wednesday, July 10** from 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.

Recruitment & Screening - Identifies recruitment methods and provides guidelines; demonstrates the use of minimum qualifications in screening; develops effective and economical application supplements. This half-day session will be held **Wednesday, July 17** from 8:30 a.m. to noon in the Lee Metcalf Building, Helena. Cost is $45.

Interviewing Skills - Identifies potential weaknesses in the interview process and the advantages of structured interviews; practice developing interview questions and conducting interviews. Includes videotaped practice. This full-day session will be held **Wednesday, July 24** from 8:30 a.m. to 4:30 p.m. in the Lee Metcalf Building, Helena. Cost is $60.

The Hiring Decision - Identifies safe reference practices; defines qualified privilege and the problems of negligent hiring; develops effective ranking procedures; identifies hiring preferences. This half-day session will be held **Thursday, July 25** from 8:30 a.m. to noon in the Lee Metcalf Building, Helena. Cost is $45.

COMMON LANGUAGE: COMMUNICATION FOR TEAMWORK AND PRODUCTIVITY

The most notable trait of a high performance work group is the ability to communicate accurately and quickly. This workshop is designed to improve group teamwork and communication through the development of effective interpersonal communication skills and the enhancement of workplace communication channels. This full-day session will be held **Thursday, July 11** from 8:30 a.m. to 4:30 p.m. in the Lee Metcalf Building, Helena. Cost is $65.

YOU INC.: DECISION MAKING AND GOAL SETTING

"If you think you can, if you think you can't. Either way you're right," said Henry Ford. The way we approach goal setting and decision making determines our results. Even though we can never guarantee our decisions are going to be 100% correct, we can take some of the unknowns out of the process to insure our decisions are compatible with our priorities and goals.

This half-day seminar is intended for anyone wishing to improve their goal setting and decision making skills. The emphasis will be on personal goal setting and decision making, but the course content would also be applicable in a work setting. This class will be held **Tuesday, July 23,** 8:30 a.m. to noon in the Lee Metcalf Building, Helena. Cost is $45.

VALUING DIVERSITY IN THE WORK PLACE

This half-day seminar is aimed at understanding the human dynamics that cause problems among people who are different and to generate sensitivity to cultural differences as well as race, ethnicity, and lifestyle. The seminar will be presented from 1:00 p.m. to 4:30 p.m., **Thursday, July 25** in the Lee Metcalf Building, Helena.

REQUEST FOR PROPOSAL: THE PROCESS AND PITFALLS

This seminar is intended for anyone with actual or potential responsibility for developing, soliciting, and evaluating Request for Proposals. It will identify when to use the R.F.P. process, how to establish proposal requirements, criteria, evaluation committees, proposal conferences, negotiations, and proposal awards and monitoring. It will be held **Wednesday July 31** in the Lee Metcalf Building, Helena, from 8:30 a.m. to noon. Cost is $45.

And Others, Too . . .

The other courses being taught during April are:

- **Managing Conflict.** July 11, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.
- **New Employee Orientation.** July 18, 9:00 a.m. to noon. Lee Metcalf Building, Helena. Cost is $15.
- **Documenting Disciplinary Action.** July 18, 8:30 a.m. to noon, in Missoula at the Village Red Lion. Cost is $45.
- **Giving and Getting Job References.** July 18, 1:00 p.m. to 4:30 p.m. in Missoula at the Village Red Lion. Cost is $45.
- Managing Your Time. July 30, 8:30 a.m. to noon in the Lee Metcalf Building, Helena. Cost is $45.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749.

You may also register by calling 444-3985.

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Jim Stiffler
Bev Pickett

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Esther Schneiter at 444-3871.

WRITER'S BLOCK

When you get stuck in the middle of writing a letter, memo, report, etc:

- Start over. Throw away the part of the project that's hanging you up and try again, using a different, fresh approach.
- Concentrate on the problem until you've solved it. Taking a break when you're stuck only makes the problem worse because you lose your concentration and must push yourself all over again.
- Write anything. Avoid staring at a blank sheet of paper or the cursor on your computer screen. That makes you feel more pressure than necessary. Try new sentences, or write different headlines, just to keep the creative juices flowing. Eventually you'll get back in the groove and the project will flow to its conclusion.

Editor's Note: There is a very fine difference between being in a rut and in the groove.

From: Briefcase, 1/89.

PDC TRAINING SCHEDULE
THIRD QUARTER, 1991

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
July 1	2	3	4 Independence Day	5 Heritage Day
8	9 SS1: Slctn & Law (pm)	10 SS2: Job Anal / Planning	11 Managing Conflict Common Language	12
15	16	17 SS3: Recrtmt / Screening	18 New Empl. Orientation Documenting - Mssla a.m. References - Mssla p.m.	19
22	23 Decision Making/ Goal Setting	24 SS4: Interviewing	25 SS5: Hiring Decision (am)	26
29	30 Delicate Balance Managing Your Time	31 RFP Process	August 1 Contemporary Writing Skills	2
5	6	7	8 Organizing Agencies You, Inc: Assertiveness Laughing Matters (pm)	9
12	13 Stress Mgmt – GF	14	15	16 *JM vac*
19	20 Managing Conflict - Kal.	21 Handling Grievances	22	23
26	27	28 Perf. Stds & Appraisal All Kidding Aside (a.m.)	29 Pre-Retirement Planning — Helena	30
September 2 Labor Day	3	4 All Kidding Aside - Mssla	5	6
9	10 SS1: Selctn & Law (pm)	11 SS2: Job Anal / Planning Balancing Work & Fam.	12 New Empl. Orientation	13
16	17	18 Achieving Secrtrl.Excellence SS3: Recrtmt / Screening	19 Technical Writing Approaching Supervision *ICCW–Take Word for It*	20
23	24	25 SS4: Interviewing	26 SS5: Hiring Decision (am)	27
		Effective Presentations		

As of 5/6/91

REGISTRATION FORM

REGISTRATION

NAME: _____ TITLE: _____

DEPARTMENT: _____ DIV/BUREAU: _____

ADDRESS: _____

CITY/STATE: _____ ZIP: _____

WORK TELEPHONE: _____ SOC. SEC. NUMBER: _____

SEMINAR

SEMINAR TITLE: _____

SEMINAR CODE NUMBER: _____ SEMINAR DATE(S): _____

CENTER USE ONLY

AUTHORIZED BY:

_____
billing authority - person's name

_____
agency agency SBAS code - (optional)

_____
street address or P.O. Box

_____
city state zip code

_____
signature of agency/company billing authority

If you are unable to complete the above billing information, please enclose a check for the full amount payable to the State of Montana.

Fold at dotted lines so address is all that shows. Tape shut and mail.

PROFESSIONAL DEVELOPMENT CENTER
DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION
ROOM 130, MITCHELL BUILDING
HELENA, MONTANA 59620

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

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Helena, Montana 59620

Montana Personnel Perspectives

Montana Personnel Perspectives

Volume XI, Number 4 July 1991

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ROUTE TO:

RETURN TO:

COURT ADOPTS "REASONABLE WOMAN" STANDARD IN HARASSMENT CASE

A "reasonable woman" test has been adopted in a recent court decision to evaluate whether a female employee had been subjected to "hostile environment" sexual harassment.

In *Ellison v. Brady*, the U.S. Ninth Circuit Court of Appeals rejected the gender-neutral "reasonable person" standard (EEOC's Guidance on Sexual Harassment, Fall 1988), finding that it "tends to be male-biased and tends to systematically ignore the experiences of women."

The court ruled sexual harassment is conduct that a "reasonable woman" would consider sufficiently severe or pervasive to "alter the conditions of employment and create an abusive working environment." This standard is appropriate, according to the court, because women and men perceive sexual harassment differently. Therefore, a woman's viewpoint must be considered if sexual inequality is to be eliminated in the workplace.

The Case

Kerry Ellison and Sterling Gray worked for the Internal Revenue Service (IRS). The two were not friends and did not work closely together. They went to lunch together, a common practice among employees in their office.

Gray began to "hang around" Ellison's desk and to pester her with unnecessary questions. He asked her to lunch and once for a drink after work. Ellison declined and tried to avoid Gray during work hours.

Ellison received three "love letters" over a period of several months from Gray. The first read:

> *I cried over you last night and I'm totally drained today. I have never been in such a constant term oil (sic). Thank you for talking with me. I could not stand to feel your hatred for another day.*

The second was a three-page letter and card mailed to her that in part read:

> *I know that you are worth knowing with or without sex . . . Leaving aside the hassles and disasters of recent weeks. I have enjoyed you so much over these past few months. Watching you. Experiencing you from O so far away. Admiring your style and elan . . . Don't you think it odd that two people who have never even talked together, alone, are striking off such intense sparks . . . I will [write] another letter in the near future.*

These letters shocked and frightened her. The IRS **temporarily** transferred Gray, but it ultimately concluded that the "love letters" did not constitute a "pattern or practice of harassment."

Findings

The EEOC concluded the IRS took adequate action to prevent the repetition of Ellison's conduct. The employee appealed to federal district court, which dismissed the case, finding the co-worker's conduct was "isolated and genuinely trivial."

The Ninth Circuit court disagreed. The appeals court focused on whether the co-worker's letters were sufficiently "severe or pervasive" to create a hostile working environment. The court first rejected the notion that only outrageous conduct may support a claim for sexual harassment. They noted that while an isolated epithet by itself may not be harassment, Title VII's protection of employees comes into play long before employees require psychiatric assistance.

The court concluded it had to view the co-worker's conduct from the female employee's perspective. If it only examined whether a "reasonable person" would engage in the alleged harassment, it would run the risk of reinforcing the prevailing level of discrimination. The court applied the "reasonable woman" standard and held that the employee's reaction to the co-worker's love letters was not idiosyncratic or hypersensitive.

A Related Case

In a related case, a federal district court in Florida also applied the "reasonable woman" standard. A female welder worked for a shipyard where only 5% of the crafts workers were women. She complained that pinup calendars and pictures of nude and partially nude women were pervasive throughout the shipyard. She said she was subjected to sexual comments from her male co-workers and supervisors after she complained about the pictures.

Viewing the employee's claim from the perspective of a "reasonable woman," the district court held that the pictures of nude and partially nude women and the sexual comments created a hostile work environment. The cumulative, corrosive effect of this environment would affect the psychological well-being of a "reasonable woman."

The court rejected the argument that such pictures and comments standing alone cannot form the basis of a harassment claim because women are exposed to them throughout society.

The court said pornography in the workplace may be more of a threat to female employees than it is to women in the "world at large." While women may be able to protest or avoid pornography outside the workplace, they may be captive to it in the workplace.

Also, its presence in the workplace contributes to sexual stereotyping, by which women are evaluated in terms of their sexuality, rather than on their merits as employees. The court concluded that the shipyard's environment ultimately precluded its female employees from achieving equity in the workplace.

Employer Steps

The key to eliminating or at least reducing hostile work environment harassment is to educate employees so they are aware of how their conduct affects others. Employers should take steps to prevent sexual harassment including:

- Affirmatively raising the subject to all employees;
- expressing strong disapproval about inappropriate behaviors or events;
- developing appropriate sanctions;
- informing employees of their rights and how to raise the issue of sexual harassment; and
- developing methods to sensitize all concerned.

Employers should also enforce the policy against sexual harassment by taking steps such as:

- Advising supervisors of their responsibilities;
- taking all complaints seriously;
- investigating promptly (considering the victim's perspective);
- protecting confidentiality;
- taking appropriate disciplinary action (prompt and forceful remedial action); and
- preventing retaliation.

If you would like to review the state's Sexual Harassment Prevention Policy and Policy Statement, contact your department personnel officer.

For information on the training programs for managers and employees on the prevention of discrimination and harassment, call John Moore, Professional Development Center at 444-3855. For further information or a copy of these cases, call Linda Davis at 444-3796.

PERSONNEL POLICY DEVELOPMENTS

Disaster and Emergency Leave: The Disaster and Emergency Leave policy, 3-0320, has been revised and sent to all holders of the Montana Operations Manual (MOM), Vol. III. The new rules replace the previous policy dated 11/11/82.

A new rule, Affected Work Site Closure, provides guidelines for compensating an employee during a localized disaster or emergency when a work site is closed by a department head with the governor's approval. The rule also allows for compensation as provided in these rules when state employees are affected by a work site closure in a facility that is not controlled by the state.

Grievances: A sample grievance form for state agencies has been revised to reflect the recent changes to the Grievance Policy, 3-0125, MOM, Vol. III, effective 3/29/91. A copy of the form was mailed to all state personnel officers or representatives. The new grievance form no longer includes any mention of a time frame in Step 1, Informal Resolution.

Record Keeping: A draft of the Record Keeping Policy, 3-0110, MOM, Vol. III, has been mailed to members of the Personnel Network for review and comment. The most significant change since the Network's last review is a rule providing that agencies will adopt a record keeping policy which will include the following five components:

1. The types of records maintained;
2. a statement that restricts access to confidential personnel records;
3. a description of those who have access, including the employee and those described in a subsequent rule of the policy;
4. the location of agency personnel records, and
5. security procedures for the records.

The State Personnel Division will develop a sample policy including these components.

Comments about the proposed rule changes may be sent to: Liz Hayden, State Personnel Division, Mitchell Building, Room 130, Helena, 59620. Comments are due by August 16.

If you have questions about any of these policies or other state personnel policies, call any staff person in the Personnel Services Section, State Personnel Division, 444-3871.

COMMERCE SHARES EMPLOYEE RECOGNITION PROGRAM

As part of an on-going series of articles about employee recognition programs, the Department of Commerce shares information on its SPUD and Employee of the Month programs this month.

SPUD Awards

"SPUD Awards" -- *S*uperior *P*erformance of *U*nsung *D*uties -- allow all employees of the Department of Commerce to recognize coworkers throughout the year.

Annually, each employee receives a blank **SPUD** certificate, which may be used at any time to recognize a fellow employee for special performance or extra efforts. (See example, on next page.)

Names of SPUD recipients are kept secret. To build suspense, division administrators, who announce the awards at staff meetings, describe the reasons for the award before announcing the recipient's name.

SPUD award winners are reported to the director's office and a list of recipients is routinely circulated. At the end of the fiscal year, the individual collecting the most **SPUD** awards will receive special recognition.

The **SPUD** award was created by the Department Director Chuck Brooke, to develop a means whereby employees could pat each other on the back rather than only receiving the traditional recognition from their supervisors. This award has also been used to recognize groups of employees for extraordinary efforts on particular projects.

Employee of the Month

The department's "Employee of the Month" program allows co-workers and supervisors to nominate individuals for outstanding service by submitting a letter to the director explaining why the employee deserves recognition.

A committee chooses among nominees every month to activate the next phase of recognition called "Dinging the Director for Donuts." At this time, the director buys donuts, personally delivers them along with a certificate of recognition to the employee, and spends some time during a coffee break in the division offices. (See sample.)

For further information about the Department of Commerce employee recognition efforts, contact the director's office, 444-3797.

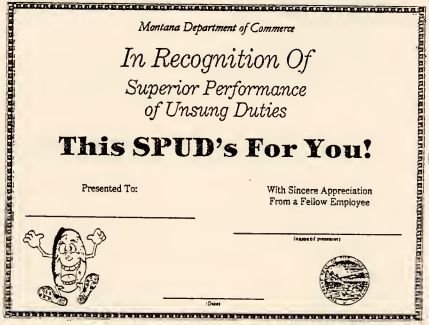
For information about the State's Employee Recognition Day program, call Liz Hayden, 444-3789, mornings.

STAFF CHANGES

Marc Scow has joined the Professional Development Center as a Management Trainer, beginning July 8. He worked for the Department of Natural Resources and Conservation, where he supervised the Residential Construction Program in the Energy Division for the last two years. His phone number is 444-3749.

Anita Quenemoen joined the Classification Bureau as a classification analyst on June 3. Previously she worked in the private sector as a business manager for a radio station. Anita's number is 444-3808.

Patti Forsness, a student at Carroll College, began interning on May 31 with the Personnel Services Section of the State Personnel Division. Patti is a senior, majoring in Communication Studies and Business Administration. Her internship continues until the end of July and her number is 444-3871.


Montana Department of Commerce

In Recognition Of

Superior Performance of Unsung Duties

This SPUD's For You!

Presented To:

With Sincere Appreciation From a Fellow Employee

(Name of presenter)

(Date)

Montana Department of Commerce

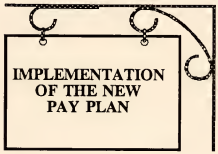
Outstanding Service Award

Presented to

In appreciation of outstanding service to both the Department of Commerce and the people it serves, this award exemplifies your spirit of dedication, cooperation and advocacy.

(Director)

(Date)



The new pay plan and new pay rules went into effect July 1, 1991. The raises, both a 60 cent across-the-board raise and a progression raise, were effective July 13 and will be seen in payroll distributed August 7, 1991. Information regarding the calculation of individual raises was recently distributed to each employee with the June 26 payroll. That information is available from the State Personnel Division.

The remaining raises for this biennium will be effective July 11, 1992, and January 9, 1993. These dates reflect a revision of the dates published in the flyer distributed with the June 26 payroll. These two raises include an across-the-board raise totaling 45 cents per hour and a single progression raise in July, 1992.

The new pay rules have been changed to reflect the new market-based pay system. Please note the effective date of 7/1/91, on your copy of the rules. If your rules are not current, please see your personnel officer to obtain a current version. Highlights of the rule changes are summarized below.

Promotions/Demotions

With the new plan, salary differences between grades have been changed. The result is a larger salary increase for promotions and consequently a larger reduction in salary for demotions. The pay plan change restores the salary differences between grades that became compressed in the past, a result of flat rate salary increases.

In general, promotions will be based upon an employee's market ratio, expressed as a percent and derived by dividing the current base salary of the employee (including the July 13th raise) by the market salary for that grade. The market ratio replaces the step system for calculations of salaries in promotions.

The base salary for an employee promoted to the *next higher grade* will normally be a base salary that will yield the same market ratio for that employee when divided by the market salary for the new grade. For example, an employee at grade 11 with a market ratio of 92.1 percent is promoted to grade 12, which carries a market salary of $11.582. A base salary of $10.667 (92.1% x 11.582) retains the same market ratio of 92.1%.

In the case of a *multi-grade promotion*, the employee's base salary increase will normally be 15 percent, plus the minimum amount necessary to place the promoted employee's base salary at least at entry salary for the new grade. The increase, however, may not exceed the employee's current market ratio. For example, if an employee at grade 11 has a base salary of $9.338, a 15 percent increase would yield a salary of $10.739. If promoted to grade 14, the pay rate for this employee would normally be the grade 14 entry salary of $11.340 because the entry salary is at least a 15 percent increase. However, if this employee is promoted to grade 13, with an entry salary of $10.420, the pay rate will normally be set at $10.739 because the entry salary is less than a 15 percent increase over the old base salary.

An agency may offer a salary of at least the entry salary up to a salary that maintains the employee's market ratio without a pay exception. In all cases, the employee's salary must be at least the entry salary for the assigned grade.

For any promotion, the new base salary will be set one time only at the time of promotion. The agency may not alter that decision at a later date.

Employee-Initiated Transfer

When an employee applies for a job in another agency and is offered a position in the new agency, the salary must be at least the entry salary for the grade and may be a salary up to a level that maintains the employee's current market ratio.

Re-hire/New Hire Entrance Salary

The definitions have been split into two separate definitions, however, the rule is still the same. Employees new to state government must be hired at the entry salary unless an individual pay plan exception has been requested or a blanket pay plan exception is in effect for that position.

Longevity Pay

Longevity has been converted to the greater of $10 per month or .9% (.009) of the base salary for each longevity increment. This change converts longevity pay from the old step system to the new market-based system.

State Contribution to Group Benefits

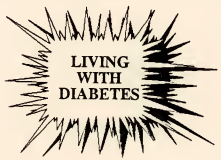
The state share will increase to $170 per month effective July 13, 1991, and $190 per month effective the first complete pay period in July 1992.

For information about the pay plan rules, call Cathy Mason, 444-3849.

REMINDER!!!

The pay raise effective July 13, 1991, will be reflected on your August 7 paycheck.

HEALTHBEAT



Most of us think of sugar as a major component of junk food and something to be avoided. Yet basic amounts of sugar are a necessary component of life. Our body's ability to process sugar into usable food energy is essential to good health.

Diabetes is a disease in which the body fails to produce or properly use insulin, a hormone that converts sugar, starches, and other foods into energy. Without insulin to break it down, sugar builds up in the blood, eventually causing problems like heart disease, kidney disease, blindness, and problems with the feet and legs.

The American Diabetes Association estimates that more than 11 million Americans have diabetes, but *more than half do not know it.* Each year about a half-million people are diagnosed with diabetes.

That's not good news, but there is a lot that can be done to manage the disease. With insulin, exercise and special attention and care, it is possible to live with diabetes -- and to live well.

Being overweight increases the chances of having or getting diabetes. Factors which influence the chances of getting or avoiding diabetes are: diet, weight, and exercise.

☼ ☼ ☼ ☼ ☼

KNOW THE WARNING SIGNS OF DIABETES

Insulin-Dependent

- ☼ Frequent urination (including bedwetting in children who have been toilet trained);
- ☼ excessive thirst;
- ☼ extreme hunger;
- ☼ sudden weight loss;
- ☼ weakness and fatigue;
- ☼ irritability; and
- ☼ nausea and vomiting.

Non-Insulin-Dependent

- ☼ Any of the insulin-dependent symptoms;
- ☼ blurred vision or any change in sight;
- ☼ tingling or numbness in legs, feet or fingers;
- ☼ cuts that are slow to heal (especially on the feet);
- ☼ frequent skin infection or itchy skin; and
- ☼ drowsiness.

If you experience any of these symptoms, see a doctor. Ask for a complete diabetes exam.

(Source: *HEALTHFUL TIPS*, Saint Vincent Hospital and Health Care.)

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of *Montana Personnel Perspectives*:

Kathy Bartole
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Linda Davis
Jim Edgcomb
Laurie Ekanger
Patti Forsness
Debbie Hanna
Steve Johnson
Gale Kuglin
Cathy Mason
Bev Pickett

If you have comments or would like additional information about *Personnel Perspectives*, call Liz Hayden or Esther Schneiter at 444-3871.

STATE EMPLOYEES' COMBINED CAMPAIGN

Trainers Will Travel Statewide

The Employee Steering Committee for the State Employees Combined Campaign (SECC) is in full swing even though the campaign does not have its' actual kick-off until October.

The theme for this year is **"State Employees Helping . . . Neighbors, Hometowns, Communities, and Friends."** Not only is there a new theme but the Video Committee is working on updating the video to better reflect the support of not only the State of Montana, but all the Federations involved in this statewide worthwhile effort.

The Steering Committee has been diligently working on recruiting agency/city/county coordinators, who in turn will be looking for volunteers to get information and pledge cards out and back to the main committee. Coordinators and volunteers are a major portion of what makes this campaign work and reach its' goals.

The SECC Training Committee will be traveling statewide to explain to coordinators and volunteers how the process works. The campaign has been more streamlined to encourage people to volunteer their help on such a worthy cause.

For additional information or if you wish to volunteer call Esther C. Schneiter or Jim Edgcomb, 444-3871.

SUMMER HAS ARRIVED!!!

WE HOPE YOU HAVE A SAFE AND HAPPY SUMMER.

ANNUAL EEO CONFERENCE SET FOR SEPTEMBER

The 11th Annual Equal Employment Opportunity (EEO) Conference is scheduled for September 19 and 20, 1991, at the Copper King in Butte.

The theme "News in the Nineties" will feature a panel presentation on the **Americans with Disabilities Act**, the newest Civil Rights law.

The conference is open to the public and private sector. Topics will include: employment (recruitment and selection procedures), accessibility (public accommodations and service), and anti-discrimination provisions.

Other subjects will include:

1. **Handling Employee Grievances** (emphasis on sexual harassment investigations);
2. **Reference Checks** (both giving and getting references); and
3. **Current Legal Issues** (Supreme Court, 9th Circuit Court, and Human Rights Commission decisions).

If you have any questions or would like more information, please contact Linda Davis at 444-3796.

If you would like to register for the conference contact Marilyn Benjamin at 444-3983.

PROFESSIONAL DEVELOPMENT CENTER

AUGUST CLASSES

CONTEMPORARY WRITING SKILLS

This ever-popular seminar, presented by John Moore, is intended to improve professional skills in composing and revising prose, with an emphasis on punctuation, grammar, style and format in contemporary use. Through the use of frequent examples and short exercises, participants will learn simple rules that can improve their writing ability. The workshop manual will also serve as a valuable reference after the course. The seminar will be held in Helena at the Lee Metcalf Building, August 1, from 1:00 p.m. to 4:30 p.m. and continue on August 2 from 8:30 a.m. to noon. Cost is $60.

HOW TO ORGANIZE GOVERNMENT AGENCIES

This seminar was developed to show how to analyze structural elements and design an organization fitting today's demands and technology. The emphasis is on reducing inefficiency and redundancy, while increasing productivity and communication. It can

help an agency objectively evaluate staffing, work flow, line-of-command authority, placement of work units, and a variety of other structural elements. This seminar will be held in Helena at the Lee Metcalf Building, August 8, from 8:30 a.m. to 4:30 p.m. Cost is $70.

MANAGING STRESS

We all experience stress at times and the experts tell us that a certain amount is needed. However, when the stress becomes too much there are some things we can do. This day-long seminar teaches methods that anyone can use to reduce stress. The class meets August 13 from 8:30 a.m. to 4:30 p.m. at the **Great Falls Sheraton**. Cost is $60.

MANAGING CONFLICT

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and resolving conflict. This seminar emphasizes communication skills and defusing confrontations. This class will be conducted on August 20, 8:30 a.m. to 4:30 p.m., at **Cavanaugh's** in **Kalispell**. Cost is $60.

ALL KIDDING ASIDE: PREVENTING HARASSMENT

Harassment takes many forms both blatant and subtle. A person's sex, race, national origin, age, religion, or political view may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it. This class will be held in the Lee Metcalf Building, August 28, from 8:30 a.m. to noon. Cost is $45.

PRINCIPLES OF UPPER MANAGEMENT

The next session of the series titled ***Principles of Management*** will begin in the Lee Metcalf Building on August 27 and conclude on September 24. Its goal is to strengthen and expand knowledge in critical management areas for both the new and the seasoned middle manager. There are a limited number of spaces still available. Cost of this six-part series is $315. All classes begin promptly at 8:30 a.m. and are normally over by about 4:30 p.m. The class schedule is as follows:

Managing Projects	August 27
Managing Teams	September 4
Managing Budgets	September 10
Managing Information	September 12
Ethics	September 17
Synthesis	September 24

And Others, Too . . .

The other courses being taught during August are:

- **You, Inc.: On Becoming Assertive** - August 8, 8:30 a.m. to noon, Lee Metcalf Building, Helena. Cost is $45.
- **Laughing Matters: Humor in the Work Place** - August 8, 1:00 p.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $45.
- **Handling Employee Grievances and Complaints** - August 21, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.
- **Performance Standards and Appraisal** - August 28, 8:30 a.m. to 4:30 p.m. Lee Metcalf Building, Helena. Cost is $60.
- **Pre-Retirement Planning** - August 28 and 29, 9:00 a.m. to 4:30 p.m. each [illegible] Coach House East, Helena. Cost is $55.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

PDC CLASSES FOR AUGUST

			August 1 Contemporary Writing Skills	2
5	6	7	Organizing Agencies 8 You, Inc: Assertiveness Laughing Matters (pm)	9
12	13 Stress Mgmt – GF	14	15	16 *JM*
19	20 Managing Conflict - Kal.	21 Handling Grievances	22	23
26	27	Perf. Stds & Appraisal 28 All Kidding Aside (a.m.) Pre-Retirement Planning — Helena	29	30

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Montana Personnel Perspectives

Volume XI, Number 5 August 1991

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BFM: COMPLEXITY DEFINED IN NINE LEVELS

(Note: This is the second article in a series about the Benchmark Factoring Method, BFM, of job classification for state government positions. Articles focus on various considerations when classifying a position using BFM.)

Complexity is one of three elements which make up the Nature of Work factor. This factor is used to evaluate the predominant duties of a position that reflect the difficulty of the work, the level of mental processes required of incumbents in performing the duties assigned, and the domain in which actions are taken.

Additional elements of Nature of Work which will be discussed in future articles are Knowledge, Skills and Abilities, and Working Conditions.

Complexity consists of nine levels. Each level includes three components; (1) a description of the intellectual and physical operations that are undertaken in the application of procedures, techniques or theories; (2) a description of the variables - the nature and extent of items, data, facts, concepts, information or issues that an incumbent must consider or process in performing the position duties, and (3) a general statement about the application of (1) and (2) to elements found in state jobs.

Complexity, Level One is described:

The work consists of simple, clear-cut procedures that involve no more than a few steps where each proceeding step is dependent on the previous step. Tasks are clear cut and directly related. Actions are readily discernable and choices are apparent.

Typical work elements are common objects or items that have easily recognizable and distinguishable features, simple tools, and machines that are operated by executing a few steps.

Assigned work is illustrated by the following: Transferring data from one format to another when this requires copying without correcting errors in the content of what is being copied; moving objects from one place to another, assembling objects into pre-established categories based on obvious characteristics, and making superficial modifications to objects to bring them into compliance with prescribed standards.

In contrast, consider Complexity, Level Nine, which reads:

The work consists of defining, planning, implementing, coordinating and maintaining large, critical, complex and essential public services and development of appropriate policies to guide organizations. Guidelines in the form of laws and rules state what is to be done, but how to accomplish the intent is left almost entirely to the judgement of the incumbent.

Typical work elements are diverse, at times conflicting, legislation or rules that must be reconciled; concepts or intents that must be interpreted to produce a product or service; and public issues that involve conflicting viewpoints.

Assigned work involves the synthesis of the agency mission, relevant laws and administrative rules, new and developing legislation, rapidly changing technological, social, or other relevant issues into programs and actions to serve the affected populace.

Levels one through nine represent a scale on which all state positions can be described, from those positions involving clear cut procedures to those requiring extensive planning and synthesis for the purpose of integrating issues, policies and the agency mission.

For additional information about the Benchmark Factoring Method (BFM), call Jim Stiffler, 444-3854, Classification Bureau, State Personnel Division.

BENEFITS

BENEFITS OF DEFERRED COMPENSATION PROGRAM ATTRACT STATE EMPLOYEES

Many state employees are using part of their pay increase to invest for their future. In the last 12 weeks 90 employees have signed up for the State Deferred Compensation Program and 278 employees have increased their deferrals. There are 2,660 state employees currently participating in this program.

The Deferred Compensation Program is an optional retirement program available to all state employees. It is known as a 457 plan under I.R.S. regulations. The program allows employees to defer current compensation until retirement. The benefits of the program include:

1) compensation deferred into the program is not taxed until withdrawn from the program;

2) the interest earnings are not taxed until withdrawn from the program, and

3) deposits are automatically made through payroll deductions.

The Deferred Compensation Program consists of two types of investment options, fixed and variable funds.

FIXED FUNDS: In the fixed funding option, an interest rate is guaranteed. The 1991 minimum guaranteed interest rate is 8.6%, substantially higher than interest earned in a regular savings account. This investment option guarantees a depositor a set amount of interest each year.

VARIABLE FUNDS: The second type of investment option is variable funds. This option presently allows investment into 14 different mutual funds. An investment in variable funds does not provide a guaranteed return nor does it guarantee the initial investment. This investment option does provide an employee with the opportunity to earn a higher rate but at a greater risk than the fixed fund.

The cost of administering the program is borne by the participants in the program. There is a $12.00 annual fee that is deducted on the anniversary date of participation. If a withdrawal occurs prior to the anniversary date, then the $12.00 is prorated. In addition to the $12.00 fee, the cost of the program to the state is withdrawn from the assets every June.

D.A.D. Benefits is the third party administrator. They are responsible for advising participants about the technical rules of the program as prescribed by the I.R.S. and for enrolling employees.

For further information, call John, Jim or Merrilee at 442-9882 (from Helena) or (800) 735-6496 (outside of Helena).

REVENUE PUBLISHES "EMPLOYEE RECOGNITION WEEK" SPECIAL EDITION

(Note: The following article is part of a continuing series describing employee recognition programs throughout state government. State departments were asked to detail programs that, separate from the Governor's Award for Excellence in Performance, recognize the efforts of their employees. If your agency has a special employee recognition program and you haven't received a request for details, call Liz Hayden, 444-3789, mornings, State Personnel Division.)

The **Department of Revenue** used its May issue of The Translator as a means of recognizing and thanking employees throughout the agency. The newsletter is published monthly to communicate personnel news to department employees. The May issue was published and distributed near State Employee Recognition Day on May 7 and included a personal, written note from division administrators.

The administrators expressed their appreciation for specific and general efforts, courteous treatment and high quality of work performed, dedication and extra efforts from Department of Revenue employees. Each message was signed by the administrator who wrote it.

The issue also recognized the department recipients of the Governor's Award for Excellence in Performance.

Divisions Honor Their Employees. The Liquor Division planted a tree and held a picnic at the Liquor Warehouse in Helena on May 29 to honor its employees. The Natural Resource and Corporation Tax Division held an appreciation picnic for its employees in Helena on May 31.

For the past three years, the Income Tax Division has held an "Ice Cream Appreciation Hour" after each tax season has ended. The administrator provides ice cream for Department of Revenue employees. This event is an expression of the administrator's appreciation for a job well done by the Income Tax Division staff.

For additional information about these activities or the Department of Revenue's employee recognition programs, call Wendy Olson, Personnel Specialist, 444-2866.

STAFF CHANGES

Benefits Bureau: Jerry Klein joined the Benefits Bureau in July as an Administrative Officer. He will be primarily working in the areas of Deferred Compensation, Incentive Awards Program, and the research and development of employee benefits.

Jerry has previous experience in insurance and risk management. His phone number in the State Personnel Division is 444-3849.

TRAVEL REIMBURSEMENT RATES CHANGE OCTOBER 1

Effective October 1, 1991, the in-state morning meal reimbursement rate will increase from $3.00 to $3.50 and the midday meal from $3.50 to $4.00. The out-of-state rate for the morning meal will increase from $4.00 to $5.00. The travel reimbursement rates will be as follows:

	In-State	Out-of-State
Morning Meal	$ 3.50	$ 5.00
Midday Meal	$ 4.00	$ 6.50
Evening Meal	$ 8.00	$12.00
Total for Day	$15.50	$23.50

The per diem rate for in-state lodging (with receipt) will also change October 1, 1991. This will increase from $24.00 to $30.00 plus the 4% bed tax. Lodging rates will be as follows:

	In-State	Out-of-State
Lodging (with receipt)	$30.00	$50.00
Lodging (without receipt)	$12.00	$12.00

If you have any questions, please call the Department of Administration Accounting Bureau at 444-3092.

LABOR RELATIONS REPORT

On August 15, 71 contracts had been ratified and 5 were in the process of negotiation.

COMING IN OCTOBER

SECC

State Employee Combined Campaign Kicks Off . . .

OCTOBER 3, 1991

For more information, call Jim Edgcomb or Esther Schneiter at 444-3871

SET YOUR DESK UP FOR EFFICIENCY

Easy access to work materials on your desk can be a key part of increasing your office productivity.

Here are some basics to keep in mind for uncluttering your desk, from the management expert Andy Watson:

- **For ease of notetaking,** a right-handed person should have the phone on the left side of the desk.
- **Your to-do list** and calendar are best located in the right corner, but keep them covered so they don't distract you from the task at hand.
- **Your in-basket** should be placed off your desk, so the stack of things to do doesn't compete for your attention.
- **Your out-basket** should be located on your desk, so you can place each completed item in it. You receive a psychological boost as the stack grows.

(Source: *On Centre*, Chicago Entrepreneur Association, 230 North Michigan, Chicago, IL 60601.)

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of *Montana Personnel Perspectives:*

Kathy Bartole
Marilyn Benjamin
Mark Cress
Linda Davis
Laurie Ekanger
Gale Kuglin
Kristin Jacobsen
Cathy Mason
Bev Pickett

If you have comments or would like additional information about *Personnel Perspectives,* call Liz Hayden or Esther Schneiter at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

SEPTEMBER CLASSES

SELECTION SERIES

The prospect of hiring a new employee can be exciting -- but also frightening. Questions abound: What are the legal aspects of hiring? What procedures should I use? How do I get the word out? How can I choose the few to interview? What's the best interview process? How do I go about getting references? How do I compare the finalists? What hiring preferences apply -- and how should I apply them? This series will help you find answers to the questions. You may attend any number of the courses in the series or attend all five sessions for a fee of **$200.**

Selection and the Law: Identifies and describes Equal Opportunity requirements and theories of discrimination, and establishes validity and reliability in the selection process. This half-day session will be held **Tuesday, September 10** from 1:00 to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $45.

Job Analysis and Selection Planning: Simplifies the how-to's of job analysis; describes a method of determining minimum qualifications, and identifies selection

methods and how to plan for their appropriate use. This full-day session will be held **Wednesday, September 11**, from 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $60.

Recruitment and Screening: Identifies recruitment methods and provides guidelines; demonstrates the use of minimum qualifications in screening, and develops effective and economical application supplements. This half-day session will be held **Wednesday, September 18**, from 8:30 a.m. to noon, Lee Metcalf Building, Helena, Montana. Cost is $45.

Interviewing Skills: Identifies potential weaknesses in the interview process and the advantages of structured interviews. Participants practice developing interview questions and conducting interviews. Includes videotaped practice. This full-day session will be held **Wednesday, September 25**, from 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $60.

The Hiring Decision: Identifies safe reference practices; defines qualified privilege and the problems of negligent hiring; develops effective ranking procedures, and identifies hiring preferences. This half-day session will be held **Thursday, September 26**, from 8:30 a.m. to noon, Lee Metcalf Building, Helena. Cost is $45.

BALANCING WORK AND FAMILY

Under the norms of the day, men and women are expected to each be a "super-person" and handle all their many responsibilities without showing any outward signs of stress. But studies show that family issues do affect productivity at work and workplace stress definitely has an impact on an employee's personal life. This half-day seminar discusses these issues and provides methods and means to cope with those problems. This seminar will be held **Wednesday, September 11**, Lee Metcalf Building, from 8:30 a.m. to noon. Cost is $45.

TECHNICAL WRITING

This seminar will be held from 8:30 a.m. to 4:30 p.m., **Thursday, September 19**, in Helena at the Lee Metcalf Building. This seminar will benefit anyone who is faced with the problem of providing written technical information in a non-technical format. The instructor for this popular seminar is Thomas Livers, assistant bureau chief, Energy Division, DNRC. Cost is $60.

EFFECTIVE PRESENTATIONS

Anyone who wishes to improve his or her skills in public speaking and presentations to groups of all sizes will benefit from this 16-hour workshop. It takes the participant through the various steps which should be taken, and each participant is video-taped twice while making actual presentations. This seminar will be held in the Lee Metcalf Building from 1:00 p.m. to 4:30 p.m. on **Wednesday, September 25**; 8:30 a.m. to 4:30 p.m. **Thursday, September 26**; and from 8:30 a.m. to noon **Friday, September 27**. Cost is $60.

OTHER PDC CLASSES

- **All Kidding Aside: Preventing Sexual Harassment**, September 4, 10:00 a.m. to 3:00 p.m., Village Red Lion (100 Madison), Missoula. Cost is $45.
- **New Employee Orientation**, September 12, 9:00 a.m. to noon. Lee Metcalf Building, Helena. Cost is $15.
- **Achieving Secretarial Excellence**, September 18, 1:00 p.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $45.
- **Approaching Supervision**, September 19, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the Professional Development Center at 444-3985, or 444-3774.

You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER

SEPTEMBER CALENDAR

September 2 Labor Day	3	4 All Kidding Aside - Mssla	5	6
9	10 SS1: Selctn & Law (pm)	11 SS2: Job Anal / Planning Balancing Work & Fam.	12 New Empl. Orientation	13
16	17	18 Achieving Secrtrl.Excellence SS3: Recrtmt / Screening	19 Technical Writing Approaching Supervision *ICCW–Take Word for It*	20
23	24	25 SS4: Interviewing	26 SS5: Hiring Decision (am) Effective Presentations	27

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
October	1	2 You Inc.: Decision Making/Goal Setting	3	SBAS:Intro 4
7	8	9	10	11
14 Columbus Day	15	16 EEO Issues (Billings) Pre-retirement Planning - Mssla	17 *ICCW-Balancing Work/Family*	18
21	22 Attitudes	23 Writing Position Descpt.	24 New Empl. Orientation GCEPD Conf.-Billings	25
28	Fire Me & I'll Sue 29 Managing Stress(Bzmn) Team Building	30	31 Managing Stress	

Information is the currency of work in the 90s, and people involved in equal employment opportunity need to keep current. The Eleventh Annual EEO Conference will cover a diverse range of topics to concentrate on changes taking place in EEO and personnel administration.

The Americans with Disabilities Act takes effect through a gradual phase-in of its requirements. In a panel discussion, specialists from several fields will explore what ADA means for public and private organizations.

the eleventh annual
eeo conference

The ability of managers and personnel officers to deal effectively with employee grievances is critical. A presentation on handling grievances will emphasize communicating clearly and seeking resolution at the first level. The content will stress dealing with grievances and complaints that involve sexual harassment.

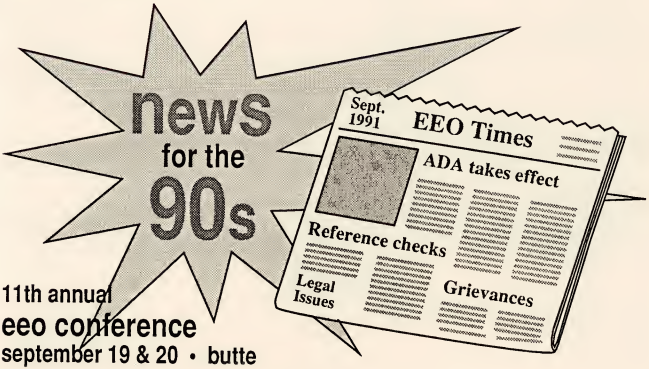
Employment reference checks are a source of concern for all employers. You will learn about the legal issues in this area and get helpful hints on seeking and providing references.

Finally, a discussion of recent legal developments in EEO will bring you up-to-date on important court decisions and their effects.

agenda

Thursday September 19	8:00	**Registration**
	8:30	**Welcoming Remarks** *Marilyn Miller (Office of the Governor)*
	9:00	**Americans with Disabilities Act** *Panel: Jerry Keck (Human Rights Commission), Tim Harris (Independent Living Center), Pat Fandrich (Vocational Rehabilitation Services), Linda Davis (State Personnel Division)*
	10:30	**Skit Break** *Personnel Personality Players*
	11:00	**ADA Panel (continued)**
	12:00	**Lunch** (on your own)
	1:30	**Handling Employee Grievances** *Kathleen Bartole and Liz Hayden (State Personnel Division)*
	5:30	**Conference Reception**
Friday September 20	8:30	**Giving and Getting Job References** *John Moore (State Personnel Division)*
	10:30	**Skit Break** *Personnel Personality Players*
	11:00	**Recent Legal Developments** *David Ohler (State Personnel Division), Brenda Nordlund (Human Rights Commission)*
	12:00	**Adjourn**

Registration Information on back



11th annual eeo conference september 19 & 20 • butte

conference location: Butte — Copper King Inn (4655 Harrison Avenue)

conference fee: $55 (includes materials, refreshment breaks, and reception)

lodging: A block of rooms at state rates has been set aside. You must make your own reservation; call 1-800-332-8600 by September 10.

for more information: Call Jim Edgcomb (444-3886) or Linda Davis (444-3796)

Eleventh Annual EEO Conference — Registration Form

Name _____ Title _____

Agency or Company _____

Business Address _____ (street or box)

_____ (city) _____ (state) _____ (zip)

Business Phone _____

Billing Arrangements (make checks payable to State of Montana)

☐ check enclosed ☐ I plan to pay on-site ☐ please bill after conference

Detach and mail or deadhead this form to State Personnel.

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, Montana 59620

Phone: (406) 444-3871

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State Personnel Division
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Montana Personnel Perspectives

Montana Personnel Perspectives

Volume XI, Number 6 September 1991

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ROUTE TO:

RETURN TO:

USDOL MODIFIES SALARY BASIS TEST; NO COMP TIME RULE CHANGES NECESSARY

A new rule modifying the salary basis test for public employees who are otherwise exempt from the Fair Labor Standards Act has been adopted by the U.S. Department of Labor.

The new federal rule, effective September 6, 1991, provides that a public employee who meets the duties test for an exemption as an executive, administrative or professional employee may be considered to be an exempt employee even though his pay may be reduced for absences of less than a day.

This means the state's current exempt comptime policy meets the salary basis test. Proposed changes to the exempt compensatory time policy are no longer needed. The state rule notice published in June, which was the subject of a public hearing, will not be adopted. No action will be taken on a second notice of proposed amendments, which was distributed in September.

In addition, the new federal rule permits a public employer to maintain an employee's exempt status if the employee has his pay reduced for absences which are due to a budget-required furlough.

Agency personnel officers have received copies of the new rule.

The federal rule changes do not affect the "duties test" requirement contained in the FLSA. If the employee does not meet the requirements as an executive, administrative or professional employee as these terms are defined for wage and hour purposes, the employee should not be designated as exempt.

The State Personnel Division will continue to provide information on applying the duties test to state agencies.

For further information, call Mark Cress or Gale Kuglin, 444-3871.

OCTOBER IS DISABILITY EMPLOYMENT AWARENESS MONTH

On October 3, 1991, Governor Stan Stephens will proclaim October as Disability Employment Awareness Month. The entire month is a time to recognize employers and other organizations which have consistently and outstandingly provided employment opportunities for people who are disabled. It is also a time to salute the achievements of people with disabilities who are contributing to their communities and society through their jobs.

The Governor's Committee on Employment of People with Disabilities (GCEPD) is encouraging state agencies to take some time to promote the goal of employing people with disabilities and to honor employees who have disabilities or who hire persons with disabilities. Activities that an agency can do include: honoring a person with a disability from each division or one from the agency as a whole; honoring a supervisor or hiring authority within the agency who consistently looks at an applicant's abilities, not disabilities; planning a Windmills awareness session; or announcing the month and its purpose in your agency newsletter.

In addition, the Governor's Committee is sponsoring the 1991 Disability Employment Conference at the Sheraton Inn in Billings on October 24, 1991. The theme for this year's conference is "From ADA to Empowerment . . . Work: the Key to Opportunity." The emphasis of the morning session will be the recently released regulations for the Americans With Disabilities Act. Governor Stephens will attend the luncheon to present the annual GCEPD awards. The key speaker will be Lee Bussard from the Pacific Institute. Agencies are encouraged to send employees with a disability and other interested employees to the conference.

An agenda and registration form for this conference is included in this issue of the *Personnel Perspectives* for your convenience.

If you have any questions, or need further information, call Jim Edgcomb, State Personnel Division, at 444-3886.

STATE EMPLOYEES' COMBINED CAMPAIGN (SECC)

KICK-OFF

The official kick-off for the State Employees' Combined Campaign is almost here - **October 3!** The campaign will run through November 15. The kick-off is scheduled from 11:30 a.m. to 1:00 p.m. Governor Stephens will speak at 12:15 p.m. All state employees are invited and a representative from the federations involved in the campaign will be available to answer questions. Sherbet, frozen yogurt and liquid refreshments will be available and will be served by the agency directors. The Helena High and Capital High Jazz Bands will perform throughout the event.

Lehrkinds Helena Coca Cola, TCBY and County Market have made contributions to make this event possible.

Even though the official starting date is just around the corner, the campaign itself has already taken on some fun and exciting aspects. The Department of Administration (D of A) has sent out challenges to three agencies, the MT Department of Transportation, the Department of Military Affairs and the Department of Labor and Industry to beat the Department of Administration in total contributions for 1991. The Director of Administration along with the agency coordinator came up with some "criteria" that should provide for some interesting, if not fun, results as well as a theme for the agency: **"LET'S SET OUR SIGHTS HIGH."**

For specific details concerning each of the challenges for the Department of Administration, please contact Fritz Roos, Department of Administration agency coordinator, at 444-1920.

Agencies do not have to limit themselves to just challenges received from another agency. One bureau or division within an agency may wish to challenge another. The overall intent of these challenges should be to get more state employees involved in the campaign than ever before which in turn will help meet contribution and participation goals.

For additional information about the SECC, please contact Jim Edgcomb at 444-3886 or Esther C. Schneiter at 444-3794, State Personnel Division.

GOVERNOR'S COMMITTEE ON EMPLOYMENT OF PEOPLE WITH DISABILITIES

AGENDA

7:30 - 8:30	Registration
8:30 - 9:00	Plenary Session
9:00 - 10:00	Americans with Disabilities Act (ADA) - A four-member panel will review the final regulations recently released. Panel members will discuss the implications for Montana and its people. *Bob Maffit*, Department of Social and Rehabilitation Services *Linda Davis*, Department of Administration *Tim Harris*, Office of Public Instruction *Anne MacIntyre*, Department of Labor and Industry
10:00 - 10:15	Break
10:15 - 11:30	ADA Panel (Continued)
11:30 - Noon	Visit the display tables.
Noon - 1:30	Luncheon General Session *Governor Stan Stephens* will present the Annual Awards. *Lee Bussard*, Pacific Institute will be keynote speaker.
1:30 - 2:00	Update: Governor's Committee on Employment of People with Disabilities
2:00 - 3:30	Speak Out - Summary session to share information, problems, and possible solutions to work on in 1992.
3:30 - 4:00	Evaluations and Adjournment.

Conference Location:	Ramada Inn, Billings (1223 Mullowney Lane)
Conference Fee:	$20 (includes luncheon and refreshments) or $6 (luncheon only)
Lodging:	A block of rooms has been set aside at the Sheraton (limited number of handicapped rooms). Call 248-7151 by October 10 to make reservations.
To Register:	Complete and mail the registration form.
For More Information:	Call Jim Edgcomb, 444-3886.

REGISTRATION FORM

Name _____ Title _____

Agency or Company _____

Business Address _____
street or box

_____
city state zip

Business Phone _____

My interest in the conference is as ...

☐ a disabled person ☐ an employer ☐ a service provider

I am registering for ... ☐ conference & luncheon ☐ luncheon only

Billing Arrangements (make checks payable to State of Montana)

☐ check enclosed ☐ I plan to pay on-site ☐ please bill after conference

Send this form to ... GCEPD
State Personnel Division
130 Mitchell Building
Helena, MT 59620

EMPLOYEE RECOGNITION DAY:

DIRECTORS HOST RECEPTIONS HONORING AGENCY EMPLOYEES

Department of Natural Resources and Conservation

Karen Barclay, director of the Department of Natural Resources and Conservation (DNRC), emphasized the value of every DNRC employee at a reception hosted by the agency on Employee Recognition Day (ERD) in May. The two recipients of the Governor's Award for Excellence in Performance were honored by their administrators who spoke about each employee's outstanding accomplishments.

DNRC provided cake and coffee for all its employees at the reception. The event was held an hour before a ceremony in the Capitol Rotunda honoring recipients of the Governor's Award for Excellence in Performance.

Jane Benson, the department's personnel and EEO officer, organized the reception with assistance from the director's staff.

Department of Family Services

The Department of Family Services (DFS) hosts an annual service award luncheon in May, recognizing Helena employees for longevity and service with the department and state government. Ceremonies are held during the year at the five DFS service regions, honoring local employees for longevity. Department Director Tom Olson used the opportunity at the May award luncheon to extend his thanks to all agency employees for high quality of services offered through DFS.

The director and a committee of agency employees organized the Helena luncheon. Several other employees coordinated the awards presentations.

In the May issue of the DFS newsletter, recipients of the Governor's Award for Excellence in Performance and the runners up received special mention for their outstanding efforts and dedication as state employees. **The runners up for the Governor's Award received crystal paper weights in recognition of their accomplishments.**

For more information about DFS's employee recognition program, call Carol Seaman at 444-5936.

Agencies Post "Picture Boards" to Sound Off About Employees.

Many state agencies use centrally located bulletin boards to display photographs of employees honored for longevity, outstanding accomplishments, volunteer services and dedication as a state employee. Some have included biographical information with the pictures, introducing the individual as well as his or her accomplishments. One agency, the Department of Administration, has attempted to post a photograph of every employee, including his or her name and where (the division) they work. The large board hangs in the Director's Office, and can be used as a reference by visitors as well as other agency employees.

Agency photographs range from wallet-size to 8 x 10 framed enlargements, and all emphasize the fact that employees in the department are worth getting to know personally and important to the agency.

If you would like information about employee recognition programs throughout state government, call Liz Hayden, 444-3789.

BFM: KNOWLEDGE, SKILLS, ABILITY DEFINED IN NINE LEVELS

(NOTE: This is the third article in a series about the Benchmark Factoring Method (BFM) of job classification for state government positions. Articles focus on various considerations when classifying a position using BFM.)

In the last article about BFM (August Issue) we discussed one of the three elements which make up the Nature of Work factor. This element was Complexity which consists of nine levels.

In this article we will discuss Knowledge, Skills, and Ability (KSA), another of the three elements found in the Nature of Work factor. Knowledge, Skills, and Ability is an element which describes the **minimum** body of knowledge, applicable skills, and abilities necessary to perform the predominant duties assigned to the position. There is a correlation between the complexity level and the KSA level of any position and this relationship should be reflected in both factor levels.

Knowledge, Skills, and Ability consists of nine levels. Each level consists of two components; 1) a description of the knowledge, skill, and ability found at each level; and 2) an application guideline which is provided as a "rule of thumb" in guiding the classifier to the appropriate combination of experience and education required of the position.

Knowledge, Skill, and Ability, Level One is described:

1. Knowledge of common tasks needed to follow step by step instructions or the ability to learn simple established procedures and methods. Skill to operate simple equipment or use simple tools requiring little or no previous training or experience and which can be readily mastered from demonstration and limited practice (such as floor polishers, pulaskis, two-way radios, cash registers, calculators). Ability to read simple instructions, and labels, and to count items.

The required knowledge, skills and abilities are characteristically acquired through education beyond the grade school level and through common life experience. No formal training is required.

In contrast, consider KSA, Level Five, which reads:

Knowledge of the principles, practices, and methods of a professional or administrative field to perform standard, recurring professional assignments. Knowledge of the application of practical and abstract aspects of the profession.

OR

Knowledge of mechanical, electrical, or other methods used in highly skilled trade or craft or knowledge of unusual applications of skilled craft methods and procedures to perform difficult or advanced assignments. (This is an abbreviated definition, please see manual for complete discussion.)

The required knowledge, skills, and abilities are characteristically acquired through completion of a baccalaureate degree related to the work environment with limited (0-1 yr.) experience.

Levels one through nine represent a scale on which all state positions can be described, from those positions involving knowledge of common tasks to those requiring knowledge in a specialized profession such as medicine or law.

For additional information about Benchmark Factoring Method (BFM), call Jim Stiffler, 444-3854, Classification Bureau, State Personnel Division.

HOLIDAYS

Columbus Day
Monday, October 14

Veterans' Day
Monday, November 11

Thanksgiving
Thursday, November 28

HEALTHBEAT

WHEN WORK AND FAMILY SEND YOU INTO OVERLOAD

Predict and Prepare for "One of Those Days"

Everyone has them. Everyday you probably hear someone claim it has been one of those days. The days that the babysitter can't come, your car breaks down, your boss wants the report by 4:00, your child's doctor's appointment is at 3:30, and you have a cold. The days when it all just "hits the fan," making you feel overwhelmed and out of control. There are a few things you can do to pull yourself out of this state and get back in the driver's seat.

Identify the Elements

First, break down the problem into its components and create some order. Outline your priorities, then evaluate all of your resources and figure out how each thing is going to get done. Think of anyone you can ask for help. Can your neighbor come over and wait for the repair person while you go to the doctor? Can your father take your child to the doctor while you write the report at home? Call in all of your resources and let them help you.

Learn From the Experience

Congratulate yourself when you have dealt with the problem, then take a look at what you can do to prevent some of the inconvenience next time. Perhaps you need stronger back-up systems. Compile a list of important names and numbers, such as substitute sitters you can count on in a pinch or a courier service that can dependably deliver your report on time. Maybe you need to be more organized and more aware of your work deadlines. Give thought to alternate plans when you set up something like a doctor's appointment, in case you have to change at the last minute. Sometimes these issues don't present themselves until you have to deal with them, but some can be foreseen and worked out ahead of time.

It's Bound to Happen

You may have chosen a complicated life, but it is manageable.

Those days are going to come up, but each time you can learn some valuable lessons to help you deal with them better in the future. Don't berate yourself because you think you "blew it." Just learn from the experience and be confident you'll handle things better the next time.

Used by permission from *"Healthhful Tips,"* Saint Vincent Hospital and Health Care Center

The Professional Development Center (PDC) offers a class titled, "Balancing Work/Family." For more information concerning dates and times of the class, please see the PDC training schedule included in this issue, or call the PDC at 444-3985 or 444-3774.

LABOR RELATIONS UPDATE

Negotiations are continuing between the state and various unions representing state workers, over contracts covering the 1991-1993 biennium.

To date, 75 of the 77 contracts have been ratified, leaving two outstanding.

If you have any questions, please contact the Labor Relations Bureau at 444-3871.

PAY PLAN UPDATE

Now that the initial rush to convert from the old step system to the new open range and pay plan rules is completed, the Personnel Division is able to focus on some of the remaining pay plan concerns.

Calculating Promotions. A new spreadsheet is available that will calculate promotions and demotions based upon market ratio. This Lotus spreadsheet will also provide a 15% factor for multi-grade promotions. Please send a formatted disc to Cathy Mason and she will copy the spreadsheet for you.

Pay Plan Issues. A number of pay plan issues were identified in the pay rule drafting process earlier this year. These issues will be addressed with personnel officers and directors over the next few months. A draft of any rule changes should be distributed for comment in January.

Pay Exceptions. The pay exception guide is being revised to reflect the new market-based philosophy and open range structure. Upon completion of the guide, all blanket pay exceptions will be reviewed so that they reflect the new system. All agencies with positions in blanket pay exceptions will be notified of any changes.

PERSPECTIVES TO BEGIN BI-MONTHLY PUBLICATION

The Montana *Personnel Perspectives* will begin bi-monthly publication following this issue. The next issue of this newsletter will appear in November.

Readers with questions or comments about the *Personnel Perspectives* may call or Esther Schneiter, 444-3871.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of *Montana Personnel Perspectives:*

Kathy Bartole
Marilyn Benjamin
Joyce Brown
Mark Cress
Jim Edgcomb
Laurie Ekanger
Scott Jourdonnais
Linda Kaiser
Gale Kuglin
Bev Pickett

If you have comments or would like additional information about *Montana Personnel Perspectives,* call Esther Schneiter at 444-3871.

EMPLOYEE BENEFIT INFORMATION SESSIONS OFFERED AROUND THE STATE

One-hour information/question-and-answer sessions on state employee benefits are being offered around the state. The sessions provide employees with information on state insurance and deferred-compensation benefits, and ways employees can make the most of their benefit package. They also include information on changes to the health plan which took place on September 1, and proposals under consideration for next year. The sessions are being conducted by Jerry Klein, State Personnel Division, and Jim Turcott and John Allen, D.A. Davidson (DAD Benefits).

These sessions are part of a FY92 initiative to improve em-

ployees understanding of how their insurance benefits work and obtain employee preferences for possible plan responses to continuing steep increases in medical costs. Other activities will include an extensive survey of employee preference to be distributed to all employees and retirees later in the year.

"Getting The Most From Your Benefits"

Session Schedule

Shelby	October 1, 1991
Toole County Library	10:30 a.m.
Havre	October 2, 1991
Northern Montana College	
Donaldson Hall	10:30 a.m.
Great Falls	October 3, 1991
Great Falls Vo-Tech	
Room 106	10:30 a.m.
Room 111	8:00 p.m.
Lewistown	October 8, 1991
Park Inn	10:30 a.m.
Center For the Aged	
Dining Room	3:00 p.m.
Billings	October 9, 1991
Eastern Montana College	
Lewis Room, Student Union	10:30 a.m.
	1:30 p.m.
Bozeman	October 10, 1991
Bozeman Job Service	10:30 a.m.
	1:30 p.m.
Helena	October 15, 1991
SRS Auditorium	10:30 a.m.
	1:30 p.m.

Sessions have already been held in Wolf Point, Glendive, Miles City, Kalispell, Missoula, and Butte.

Since these sessions are being held in conjunction with the Transportation Department Maintenance & Safety Training Series, there will be an additional session at 8:00 a.m. on each day listed on the schedule. If any of your employees are not able to attend the general session for their vicinity, have them contact the local Department of Transportation for the location and available openings in the earlier sessions.

For further information call Jerry Klein or Joyce Brown at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

OCTOBER AND NOVEMBER CLASSES

INTRODUCTION TO SBAS

This short seminar, taught from 8:30 a.m. to noon, **October 4**, in the Lee Metcalf Building, Helena, is intended to acquaint participants with the Statewide Budgeting and Accounting System. It covers terminology, and the various input documents and reports. Cost is $45.

EEO ISSUES IN THE 90'S

Good selections place the right person in the right job. This result enhances productivity, reduces personal problems, and saves money while eliminating discrimination. The employer and employee both win. This one-day course proves that it really pays to devote time and effort to knowing the EEO Laws (emphasis on Americans With Disabilities Act) and the recruitment and selection process. This workshop will be held in **Billings, October 16** at the **Sheraton** from 8:30 a.m. to 4:30 p.m. Cost is $60.

WRITING POSITION DESCRIPTIONS

This seminar will be presented by John McEwen, Classification Bureau, Montana State Personnel Division. Writing position descriptions is one of the most important jobs a manager can perform. There are certain principles that must be followed. This seminar will address those principles. It will be conducted in the Lee Metcalf Building, Helena, **October 23**, from 8:30 a.m. to noon. Cost is $45.

FIRE ME AND I'LL SUE!

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This seminar will be held on **October 29**, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building, Helena. Cost is $60.

MANAGING STRESS

We all experience stress at times and the experts tell us that a certain amount is needed. However, when the stress becomes too much there are some things we can do. This day-long seminar teaches methods that anyone can use to reduce stress. The class meets **October 29** in **Bozeman** at the **Holiday Inn** from 8:30 a.m. to 4:30 p.m. **and October 31** in **Helena** in the Lee Metcalf Building from 8:30 a.m. to 4:30 p.m. Cost is $60.

TEAM BUILDING

How employees interact ultimately affects the successful operation of every organization. Creating an effective team requires certain management skills. This one-day seminar on Team Building will include communication skills, developing team commitment, and team leadership. It will be held in the Lee Metcalf Building, Helena, on **October 29** from 8:30 a.m. to 4:30 p.m. This seminar is intended for managers and supervisors involved in teams of employees; teams of equal partnerships; or in teams with their own managers and supervisors. Cost is $60.

A DELICATE BALANCE: Privacy and the Right to Know

Employers try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the **GranTree** in **Bozeman, November 7**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

BOOSTING PERSONAL PRODUCTIVITY

This half-day seminar addresses the issues of organization and time planning for people in all fields and in all jobs. It will be presented by Jim Burgess of Professional Resources, a management consulting firm in Helena. This seminar will be held in the Lee Metcalf Building, Helena, **November 13**, 8:30 a.m. to noon. Cost is $50.

MANAGING CONFLICT

Conflict is inevitable in human relationships. Given this fact, managers and super;visors need skills identifying and resolving conflict. This seminar emphasizes communication skills and defusing confrontations. This class will be conducted on **November 20**, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building, Helena. Cost is $60.

LAUGHING MATTERS: HUMOR IN THE WORKPLACE

"Life is too serious to be taken seriously," said Oscar Wilde. Humor is vital to good health, both physical and mental, but it's easy to lose sight of that fact. Workers in the U.S. consume 15 tons of aspirin every day. Bureaucratic life seems to put a premium on seriousness, and the result is often stressful. It is possible to be professional without being ponderous. Work can (and should) be fun. This half-day seminar will take a light-hearted look at the lighter side -- what humor is, its benefits, and how to make it work at work. It will be conducted in **Billings** at the **Sheraton, November 21**, from 8:30 a.m. to noon. Cost is $45.

GIVING AND GETTING JOB REFERENCES

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Any employer has legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the ins and outs of references -- both giving and getting them. Participants will learn about the legal environment and gain an understanding of safe reference practices. This seminar will be held in **Billings** at the **Sheraton, November 21**, from 1:00 p.m. to 4:30 p.m. Cost is $45.

EVERYDAY NEGOTIATING SKILLS

This seminar will be held rom 8:30 a.m. to noon, on **November 21**, in the Lee Metcalf Building at the Capitol Complex in Helena. This half-day seminar will benefit anyone who would like to negotiate successfully in a cooperative, "everyone wins" atmosphere. This course emphasizes a cooperative effort toward common goals. These negotiating skills can be applied to interpersonal conflict, work planning, and other areas where problems need solving. Cost of this seminar is $45.

OTHER PDC CLASSES

- **You, Inc.: Decision Making and Goal Setting.** October 2, 8:30 a.m. to noon, Lee Metcalf Building, Helena. Cost is $45.
- **Pre-Retirement Planning.** October 16 & 17, 9:00 a.m. to 4:30 p.m., **Orange Street Inn, Missoula.** Cost is $55.
- **Attitudes: Getting the Most from Your Work and Life.** October 22, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $65.
- **New Employee Orientation.** October 24, 9:00 a.m. to noon. Lee Metcalf Building, Helena. Cost is $15.

- **Self Management.** November 7, 8:30 a.m. to 4:30 p.m., Lee Metcalf Building, Helena. Cost is $60.

- **Requests for Proposals: The Process and Pitfalls.** November 20, 8:30 a.m. to noon. Lee Metcalf Building, Helena. Cost is $45.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER OCTOBER AND NOVEMBER CLASSES

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
October	1	2 You Inc.: Decision Making/Goal Setting	3	SBAS:Intro 4
7	8	9	10	11
14 Columbus Day	15	EEO Issues (Billings) 16	*ICCW-Balancing Work/Family* 17	18
		Pre-retirement Planning - Mssla		
21	22 Attitudes	23 Writing Position Descpt.	New Empl. Orientation 24	25
			GCEPD Conf.-Billings	
28	Fire Me & I'll Sue 29	30	31 Managing Stress	November 1
	Managing Stress(Bzmn)			
	Team Building			
4	5	6	Delicate Balance(Bzmn) 7	8
			Self-Management	
11 Veteran's Day	12	Personal Productivity 13	14 *ICCW-One Minute Manager*	15
18	19	RFP Process 20	Laugh Matters(Bllgs) 21	22
		Managing Conflict	References (Bllgs)	
			Everyday Negotiating	
25	26	27	28 Thanksgiving	29

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ADDRESS: _____

CITY/STATE: _____ ZIP: _____

WORK TELEPHONE: _____ SOC. SEC. NUMBER: _____

SEMINAR

SEMINAR TITLE: _____

SEMINAR CODE NUMBER: _____ SEMINAR DATE(S): _____

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DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION
ROOM 130, MITCHELL BUILDING
HELENA, MONTANA 59620

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

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12/05/91
ROUTE TO:
BP-R ✓
VT ✓
PW ✓
RS ✓
CV ✓
RETURN TO: DS ✓

EMPLOYEE BENEFITS SURVEY COMING OUT IN DECEMBER

A comprehensive survey of employee/retiree preferences for changes in State Health Plan benefits is in the final development stages.

The survey is designed to determine how plan members would like to respond to continuing increases in medical claims costs. Although increases in state and employee contributions and deductible increases are expected to balance income and expenses for this year, continued increases in medical costs are expected to require more changes next year and in following years.

Medical costs are increasing two to three times faster than the costs of other good and services across the country, and Montana is no exception. The state plan is already paying an average of $155 per month just in medical claims for each employee/retiree on the plan (over $22,000,00 last year). That amount is expected to increase 15% this year and another 15% next year. While the state contribution also substantially increases this biennium -- from $150 to $170 per employee per month in FY92 (a 13.3% increase) and to $190 in FY93 (a 11.8% increase) -- these sizable increases will not cover 15% per year increases in medical claims costs.

The survey is generally designed to determine if plan members want to: 1) preserve benefits and pay more premium (for those who make out-of-pocket premium payments, that is, employees who cover dependents and retirees); 2) cut benefits and avoid

higher premiums; or 3) try some programs to hold down costs by eliminating waste or by competitively contracting for medical services. While option 3 programs generally allow more medical services to be covered for less cost they require eliminating some choices that plan members are used to. These are spelled out in the survey so respondents can make an informed choice. The survey also asks if there are any plan enhancements members want even if it means higher premium costs.

The survey is being conducted by the State Employee Group Benefits Advisory Council and Department of Administration in cooperation with the Interdepartmental Coordinating Committee for Women (ICCW) and the Montana Public Employees Association (MPEA). Technical survey assistance is being provided by the Bureau of Business and Economic Research, University of Montana and computer services are being provided by the Information Systems Division, Department of Administration.

The survey was pre-tested on a random sample of 100 employees and retirees in early November. It is scheduled for distribution to all 10,000 employees and 2,100 retirees on the health plan during the first two weeks of December. Advance notice will be distributed with the November 27 paycheck.

Since survey results will be used to decide benefit changes for the next few years, employee participation is important. Agencies will be asked to encourage their employees to take the time to read and complete the survey. Due to the complexity of the issues, supplementary information is included for those who wish to read it.

For more information about the survey, call Linda Kaiser or Joyce Brown at 444-3871.

TAKE A DEEP BREATH. . . . . AND RELAX

When you're under stress, your muscles tense, and your breathing becomes shallow and rapid. One of the simplest (and best) ways to stop this stress response is to breathe deeply and slowly. It sounds simple, and it is. Most of us, however, do not breathe deeply under normal circumstances, so it may help to review the mechanics of deep breathing and how it helps us to relax.

Breathing Under Stress

When prehistoric humans were in danger of attack, their muscles tensed and their breathing became rapid and shallow, as they prepared to run or fight. Their high level of tension was a means of preparing their bodies for optimum performance. Today, the causes of our "stress" are different, but our stress response is the same. However, since we're not running or fighting, our tension has no release and our stress response builds. One way to counteract the stress response is to learn how to breathe deeply and slowly -- the opposite of how we breathe when under stress.

How deep Breathing Works

Deep breathing is not always natural to adults. Watch the way a baby breathes: the area beneath the chest goes in and out. Most adults breathe from the chest. This is shallower breathing, so less oxygen is taken in with each breath. As a result the blood is forced to move through the system quickly so that enough oxygen gets to the brain and organs. Higher blood pressure results.

Deep breathing can reverse these effects. Take some time to practice this kind of breathing each day, especially when you're under stress. You can be sitting, standing, or lying down, but it helps to wear loose, comfortable clothing. Begin by breathing in through your nostrils. Count to five, silently saying the word "in," and let your lower abdomen fill with air. Then count to five, silently saying the word "out," as you let the air escape through pursed lips. Do this deep breathing for two minutes or more each time. With practice, you will be able to count slowly to ten or higher. You can increase your relaxation if you imagine breathing in ocean air, the scent of flowers or forest air.

Effects of Deep Breathing

By helping you let go of tension, deep breathing can relieve headaches, backaches, stomach aches, and sleeplessness. It releases the body's own painkillers, called endorphins, into the system. It allows blood pressure to return to normal, which is good for your heart. Deep breathing can also allow held-in emotions to come to the surface, so your emotional health benefits from deep breathing, too. Use deep breathing any time, anywhere. It's one of the best techniques for relieving stress.

(Printed with permission from Saint Vincent Hospital and Health Care, Health Information.)

EMPLOYEE RECOGNITION PROGRAMS:

MANAGERS AND ADMINISTRATORS TAKE ACTIVE ROLES

Department of Health and Environmental Sciences

A committee of employees at the Department of Health and Environmental Sciences (DHES) organizes an annual picnic for the benefit of all department employees. This popular event is paid for by management staff. Employees and their families are invited to the picnic which includes special games and prizes for children.

Since 1985, DHES has organized a pot luck lunch in December for all employees. The annual "John W. Bartlett Employee of the Year" award is presented at the luncheon to one or two selected employees. Selection committee members are chosen from each division by the department director. Committee members apply specific criteria to identify the recipient of the annual award. The following year, the individual who receives the John W. Bartlett award is honored as the department's nominee for the Governor's Award for Excellence in Performance.

In the past, staff members of the director's office have prepared "treats and goodies" for all employees who want to stop by during their breaks on State Employee Recognition Day.

Department of Labor and Industry

On State Employee Recognition Day, DOLI administrators served cake, coffee and punch to all department employees in recognition of their service and dedication on the job. Supervisors in various divisions coordinated additional efforts to honor their employees, such as serving pizza to their staff and organizing division pot luck luncheons.

DOLI participates in State Employee Recognition Day by selecting an employee(s) to receive the Governor's Award for Excellence in Performance. "Runners-up" for that award are honored by the commissioner of the DOLI.

Various divisions in DOLI recognize an "Employee of the Quarter" and many work units post achievement awards for teams or individuals who have made notable efforts or outstanding contributions to the department. Bulletin boards are used to display pictures of award recipients, including notes about special achievements and biographical information.

For additional information about either of these programs or State Employee Recognition Day, contact the agency personnel officer or call Liz Hayden, State Personnel Division, 444-3789, mornings.

1992 HOLIDAYS

Holiday	Observed
New Year's Day	Wednesday, January 1
Martin Luther King Day	Monday, January 20
Lincoln's and Washington's Birthdays	Monday, February 17
Memorial Day	Monday, May 25
Independence Day	Friday, July 3
Labor Day	Monday, September 7
Columbus Day	Monday, October 12
General Election Day	Tuesday, November 3
Veteran's Day	Wednesday, November 11
Thanksgiving Day	Thursday, November 26
Christmas Day	Friday, December 25

Following action by the Legislature, Martin Luther King Day will be observed for the first time in Montana in 1992. Heritage Day was removed from the list of legal state holidays.

AWARDS HIGHLIGHT DISABILITY EMPLOYMENT CONFERENCE

"From ADA to Empowerment . . . Work: the Key to Opportunity" was the theme for the 1991 Disability Employment Conference held in Billings October 24. One of the highlights of the conference was the presentation of the Governor's Committee on Employment of People with Disabilities state awards by Governor Stan Stephens. The awards given were:

SMALL EMPLOYER OF THE YEAR - Gary Bishop and Gateway West Mall, Kalispell.

LARGE EMPLOYER OF THE YEAR - Sherry Benner and the Bureau of Reclamation, Billings.

SERVICE PROVIDER OF THE YEAR - Tom Ronningen and Richland Opportunities, Inc., Sidney.

OUTSTANDING EMPLOYEE OF THE YEAR - John Hague, Pizza Hut, Dillon.

OUTSTANDING PERSON OF THE YEAR - June Guenzler Hermanson, Job Service, Polson.

In addition to the awards presentation, Lee Bussard from the Pacific Institute was the keynote speaker at the luncheon. Mr. Bussard, who at the age of five months was diagnosed as having cerebral palsy, provided the audience with a very inspiring speech about how he deals with the attitudes of people around him.

The conference also included a morning session on the Americans with Disabilities Act (ADA). An open discussion in the afternoon allowed people attending the conference to voice their problems, concerns and priorities. These issues will be summarized in a report and used to guide the work of the Governor's Committee on Employment of People with Disabilities (GCEPD) in the coming year.

Information on the ADA, the awards program, Mr. Bussard, or the conference in general is available from Jim Edgcomb, State Personnel Division, 444-3886.

UNION CONTRACT UPDATE

The Labor Relations Bureau has maintained a steady pace over the last few months, with 75 ratified new agreements covering the 1991-1993 biennium out of a total of 77 bargaining units.

Presently, two contracts remain unsettled. One is in mediation and the other is back in negotiations after the bargaining unit failed to ratify a tentative agreement.

For questions or further information, call Steve Johnson, 444-3892, or any member of the Labor Relations Bureau, 444-3871.

1991 SECC IS ON THE ROAD TO SUCCESS

"State Employees Helping . . . Neighbors, Hometowns, Communities, and Friends," the theme of this year's State Employees' Combined Campaign (SECC) once again proves true. With the campaign officially over, the 1991 SECC raised $112,453, reaching 98 percent of the $115,000 goal. State employees can be proud of the support they have provided to their communities and the people who will benefit from their generosity.

Although the campaign is officially ended November 15, contributions will be accepted until December 6. The State Personnel Division must receive all contributions by this date in order to be processed for next year's payroll deductions. Look for the final report on the campaign in the next *Perspectives*.

Questions or comments concerning the campaign should be directed to your agency campaign coordinator, or call Jim Edgcomb, State Personnel Division, 444-3886.

PAY PLAN UPDATE

During the past two months, a pay plan task force of personnel officers has been meeting to address pay issues and problems related to exceptions, hiring, demotions, and other issues arising from conversion to a market-based pay structure. The flat

dollar raise given by the legislature is incompatible with the market structure also passed by the legislature. This has created some pay anomalies. Policy guidance is being provided to this task force by their directors.

Suggested rule changes should be routed to the personnel network and to all directors for comment.

For further information or questions, call Cathy Mason, 444-3813.

BFM: SUPERVISION RECEIVED

[NOTE: This is the fourth article in a series about the Benchmark Factoring Method (BFM) of job classification for state government positions. Articles focus on various considerations when classifying a position using BFM.]

Supervision received measures the degree that the work of the employee is limited by sources or factors such as the structure of the job, the supervisor, written guides or manuals or technical assistance.

Seven levels are used to describe the degree of supervision received. The examples below illustrate how this factor is used in applying the Benchmark Factoring Method (BFM) to a position.

At the lowest level, supervision received is characterized by the provision of explicit instructions for each task. The employee has little choice in determining what to do, when it should be completed, or how it should be done.

At level four, assignments are broadly stated in terms of objectives. The employee is responsible for planning and organizing the details of the work and deciding what methods to use to produce the desired result. The supervisor controls only such matters as long range planning and expenditure of funds.

The highest level of supervision received includes managerial or executive positions where decisions may constitute major directional shifts in the objectives of the entire agency. Actions are subject only to infrequent guidance from top management and by broad organizational policy.

One way to look at supervision received is to consider two positions that use the same set of procedures to prepare forms. However, the forms prepared by one position may have additional complications not covered by procedure. The employee in this position would then have to make decisions involving the information put on the form. In contrast, the employee in the other position does not have to decide which information is put on the form. Therefore, the first position would get a higher numerical rating for supervision received.

For more information about the Benchmark Factoring Method, including supervision received, call the Classification Bureau, 444-3871.

BENCHMARK FACTORING METHOD CLASS REVIEWS

[NOTE: This is the first of a series of articles that will provide information about scheduled class reviews *as part of the implementation of the Benchmark Factoring Method*]

Class reviews which are part of the implementation of the Benchmark Factoring Method (BFM) scheduled to begin in December are:

1. **Engineering**
2. **Environmental Specialists**
3. **Personnel Series**
4. **Resource Program Specialists and Supervisors.**

Currently, there are several other reviews in progress. Others will be completed by the time this article is printed. In the future, all major reviews will be announced in this column prior to the commencement of the review.

If you have any questions concerning these reviews, call Jim Stiffler, 444-3854.

Kitty Ryan has temporarily joined the Employee Relations Bureau as a policy specialist on a training assignment. Ms. Ryan is a current employee of the personnel division and her other duties include the office manager position. Her number is 444-3794 mornings or 444-3872 afternoons.

Brenda Nordlund is the new Department of Administration staff attorney specializing in personnel. Her telephone number is 444-3308.

RECRUITMENT GUIDELINES COMPLETED AND SELECTION TASK FORCE FORMED

The following guidelines and sample information have been completed by the **Recruitment Procedures Task Force:**

Guidelines for Recruitment with Job Service and recruitment information form;

Guidelines for Preparing a Vacancy Announcement and Sample Vacancy Announcement, and Supplement Questions for Training Program Director, and

Guidelines for Preparing Newspaper Advertisement.

Other recruitment projects the task force will now address include:

Recruitment Poster -- A poster with general recruitment information that could be posted at Job Service, vocational rehabilitation offices, campus placement offices, etc.;

Recruitment Packet for Career Fairs -- A packet may include a letter to students about decentralized recruitment/selection, posting at Job Services, job ads in newspaper, a list of personnel officers and an overview of each department (see employee handbook), etc.

Also, the task force will be working on how the state can coordinate campus recruitment next year. For instance, state government may prepare information on engineering and data processing positions -- hard-to-fill positions that are used by many departments -- for career fairs at the universities.

A **Selection Procedures Task Force** was formed. The task force identified the main selection procedures used by state government: supplement questions; training and experience evaluation; performance tests including typing, ten-key, in-basket such as routing information or prioritizing tasks, physical agility, computer, and driving skills; written test; written/oral structured interviews, and reference/background checks.

Initially, the task force will review and recommend procedures for developing a selection plan which will include the job analysis, minimum qualifications and desired qualifications. The task force will work on how to use these when screening applicants.

If you have suggestions for upcoming projects for either task force, or desire additional information, call Linda Davis, 444-3796.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of *Montana Personnel Perspectives*:

Kathy Bartole
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Bev Pickett
Kitty Ryan
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Art Swanson

If you have comments or would like additional information about *Personnel Perspectives*, call Kitty Ryan, 444-3871.

PDC PUBLISHES WRONGFUL DISCHARGE CASE SUMMARY

The Professional Development Center has updated and published another edition of its comprehensive summary of legal cases involving wrongful and unlawful discharge in Montana.

Compiled by John Moore, the center's director, the 67-page booklet provides a roundup of 96 Montana Supreme Court decisions and five federal district court decisions. The earliest case listed is from 1923, but over 90% of the cases date from 1980 to present.

The new edition contains 25 new cases since the last edition came out in March 1990. Ten of the decisions deal with issues under the state's Wrongful Discharge Act, which has been in effect since July, 1987. The booklet contains a copy of the act.

Another eight cases deal with legislative immunity in the discharge of certain public employees. The latest of these was handed down in October, when the Supreme Court recognized that legislative changes to the law during the 1991 session removed immunity. A copy of the statute, as amended, appears in the booklet.

Entitled "Wrongful and Unlawful Discharge: Montana Cases and Considerations," the booklet is available through Marilyn Benjamin (444-3985). The cost is $5, which covers printing and mailing.

Another publication, "Privacy and the Right to Know: Montana Cases and Considerations," is still available, too. This 40-page booklet summarizes 40 Montana Supreme Court decisions and 29 Attorney General opinions up to January, 1991. The cases focus on the constitutional right of privacy and right to know, as well as the laws concerning public records and open meetings. Cost of this booklet is $3.

PROFESSIONAL DEVELOPMENT CENTER

DECEMBER AND JANUARY CLASSES

INTERPRETING SBAS REPORTS

This short seminar, taught from 8:30 a.m. to noon, **December 7**, in the Lee Metcalf Building, **Helena**, is intended to improve skills in reading and interpreting Statewide Budgeting and Accounting System reports in the 600 series. The class will focus on the monthly 661 and 662 reports. You are welcome to bring samples of problems for discussion purposes. Cost is $45.

WRITING PERFORMANCE STANDARDS

This half-day workshop will focus on setting the standards for the performance we need in our work unit. Standards are written as part of a comprehensive planning and communication system between employees and their supervisor. Participants are asked to bring an up-to-date job description with them. During this workshop, the participants will be using these job descriptions to conduct a job analysis and write performance standards. This seminar will be held on **December 4**, 8:30 a.m. to noon, in the Lee Metcalf Building, **Helena**. Cost is $45.

CONDUCTING PERFORMANCE APPRAISAL INTERVIEWS

Often, managers and supervisors view performance appraisals as a one-way road to unpleasant confrontation. Yet the appraisal interview presents a good opportunity for constructive discussion -- one that will benefit both the organization and the employee. This half-day seminar will cover the various aspects of preparing for and actually conducting an effective performance appraisal interview. It will be conducted **December 4**, Lee Metcalf Building, **Helena**, 1:00 p.m. - 4:30 p.m. Cost is $45.

PROTECTING PATIENT AND EMPLOYEE PRIVACY

Medical personnel face special demands for protecting the privacy of patients. And medical managers face the same demands as all other employers to protect the privacy of employees. This five-hour seminar focuses on the issues of patient and employee privacy. The course features case studies and other methods to facilitate a lively discussion. This seminar will be held in **Havre**, **December 5**, at the Duck Inn from 9:00 a.m. - 3:00 p.m. Cost is $50.

DOCUMENTING DISCIPLINARY ACTION

"If it isn't written down, it didn't happen." That is one of the basic principles of documenting disciplinary actions and most supervisors and managers know that. There are many other logical and legal steps that must be followed during disciplinary actions and this half-day seminar provides the answers. It will be conducted at the Holiday Inn in **Bozeman** on **December 12** from 8:30 a.m. to noon and in **Helena** at the Lee Metcalf Building on **January 14** from 1:00 p.m. - 4:30 p.m. Cost is $45.

GIVING AND GETTING JOB REFERENCES

The best predictor of success on the job is past performance. While job references may be the most logical source of such information, they are getting harder and harder to get. Any employer has legitimate worries about providing references. Lawsuits alleging defamation, interference with economic opportunity, and other damaging actions have silenced many managers. This half-day seminar will explore the ins and outs of references -- both giving and getting them. Participants will learn about the legal environment and gain an understanding of safe reference practices. It will be conducted at the Holiday Inn in **Bozeman** on **December 12**, from 1:00 p.m. - 4:30 p.m. and in **Helena** at the Lee Metcalf Building on **January 14** from 1:00 p.m. - 4:30 p.m. Cost is $45.

APPROACHING SUPERVISION

Promotions to supervisory positions generally come on the heels of technical proficiency in the work of the unit. But supervision entails an entirely different set of skills, a new type of job. This seminar identifies the overall role and scope of supervision and the skills, abilities, and personal principles needed to perform the job well. It will be held in the Lee Metcalf Building, **Helena**, on **December 17** from 8:30 a.m. to 4:30 p.m. Cost is $60.

A DELICATE BALANCE: Privacy and the Right to Know

Employers try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the Lee Metcalf Building, **Helena, December 18**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

EFFECTIVE PRESENTATIONS

Anyone who wishes to improve his or her skills in public speaking and presentations to groups of all sizes will benefit from this 14-hour workshop. It takes the participant through the various steps which should be taken, and each participant is video-taped twice while making actual presentations. It will be held in the Lee Metcalf Building, **Helena**, from 1:00 p.m. - 4:30 p.m. on **December 18**; 8:30 a.m. - 4:30 p.m., **December 19**; and 8:30 a.m. to noon, **December 20**. Cost is $60.

EFFECTIVE DISCIPLINARY PROCEDURES

On **January 8**, the day-long seminar titled **Effective Disciplinary Action** will be conducted by John Moore of the Professional Development Center in the Lee Metcalf Building in **Helena** at 8:30 a.m. This seminar will improve supervisory skills in correcting conduct errors and applying disciplinary actions on the job. Cost is $60.

THE "RELATING" PART OF PUBLIC RELATIONS

All government employees are in a service industry and face the public every day. The "public" includes other employees, other agencies, clients, and taxpayers. This half-day course will provide public-contact employees with the skills needed to take efficient, timely action. It will be held in the Lee Metcalf Building, **Helena, January 16**, from 8:30 a.m. to noon. Cost is $45.

ALL KIDDING ASIDE: PREVENTING HARASSMENT

Harassment takes many forms both blatant and subtle. A person's sex, race, national origin, age, religion, or political view may be the target of harassment. It is important that all employees understand what harassment is and how to prevent it. It will be held in the Lee Metcalf Building, **Helena, January 22**, from 8:30 a.m. to noon. Cost is $45.

HOW TO ORGANIZE GOVERNMENT AGENCIES

This seminar was developed to show how to analyze structural elements and design an organization fitting today's demands and technology. The emphasis is on reducing inefficiency and redundancy while increasing productivity and communication. It can help an agency objectively evaluate staffing, work flow, line-of-command authority, placement of work units, and a variety of other structural elements. It will be held in the Lee Metcalf Building, **Helena, January 17**, from 8:30 a.m. to 4:30 p.m. Cost is $70.

SELECTION: SCREENING AND INTERVIEWING SKILLS

This full-day seminar will provide managers, supervisors, and personnel officers with a planning model and the skills necessary for selecting the best person for a job. Topics included will be Equal Employment Opportunity requirements, identifying selection procedures, developing interview questions, interviewing procedures and techniques, screening applicants, checking references, selecting the finalists, documenting your selection process. It will be held in the Lee Metcalf Building, **Helena, January 22**, from 8:30 a.m. to 4:30 p.m. Cost is $60.

And Others, Too . . .

The other courses being taught during April are:

- **How Bosses Can Get the Better of Burnout** - December 10, 8:30 a.m. - noon, Lee Metcalf Building, Helena. Cost is $45.
- **New Employee Orientation** - December 12 and January 16, 9:00 a.m. - noon. Lee Metcalf Building Helena. Cost is $15.

- **Managing Change** - December 17, 8:30 a.m. - noon. Lee Metcalf Building, Helena. Cost is $45.
- **Handling Employee Grievances** - January 9, 8:30 a.m. - noon. Lee Metcalf Building, Helena. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3774. You may also register by calling 444-3985.

DON'T FORGET!!!

BRING YOUR CUP!!

PROFESSIONAL DEVELOPMENT CENTER

DECEMBER AND JANUARY CLASSES

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
December 2	3	4 Writing Perf Stands (am) PA Interviews (pm)	5 Protecting Patient/Employee Privacy (Havre)	6 SBAS:Reports (am)
9	10 Bosses/Burnout	11	12 New Empl. Orientation Documenting Disciplinary Actions /References (Bzmn)	13
16	17 Managing Change	18 Delicate Balance	19	20
	Approaching Supervision	Effective Presentations		
23	24	25 Christmas	26	27

January				
		1 New Years Day	2	3
6	7	8 Eff. Discipl. Actions	9 Handling Emp. Griev.	10
13	14 Doc. Disc. Action Give/Get Job Ref	15	16 "Relating" Part of Public Relations New Empl. Orientation	17 Org. Govt. Agencies
20 Martin L. King Day	21	22 Selection: Screening &Interviewing Skills Prevent Harassment	23 ICCW-Chart. Career	24
27	28	29 Managing Stress (Boulder) EEO Issues 90	30 Planning & Org.	31

REGISTRATION FORM

SEMINAR

SEMINAR TITLE: _____

SEMINAR CODE NUMBER: _____ SEMINAR DATES: _____

REGISTRATION

NAME: _____ TITLE: _____

DEPARTMENT: _____ DIV/BUREAU: _____

ADDRESS: _____

CITY/STATE: _____ ZIP: _____

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PROFESSIONAL DEVELOPMENT CENTER
DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL DIVISION
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HELENA, MONTANA 59620

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